



Ordinary Council Meeting

AGENDA

Tuesday 14 October 2025

NOTICE OF MEETING

ORDINARY COUNCIL MEETING

Dear Councillors

Notice is hereby given that the next Ordinary Meeting of Council will be held in the Council Chambers, Administration Centre, 2 Railway Road, Kalamunda on **Tuesday 14 October 2025 at 6.30pm.**



Anthony Vuleta

Chief Executive Officer

9 October 2025

Acknowledgement of Traditional Owners

We wish to acknowledge the traditional custodians of the land we are meeting on, the Whadjuk Noongar people. We wish to acknowledge their Elders' past, present and future and respect their continuing culture and the contribution they make to the life of this City and this Region.

Emergency Procedures

Please view the position of Exits, Fire Extinguishers and Outdoor Assembly Area as displaced on the wall of the Council Chambers.

In case of an emergency follow the instructions given by City Staff.

Please remain at the assembly point until advised it is safe to leave.

Our Vision



Connected Communities, Valuing Nature and Creating our Future Together

Core Values

Service: We demonstrate a 'can do' attitude, we listen, we understand, and we go above and beyond when we serve others.

Professionalism: We look, speak, act & do what it takes to show others we are reliable, respectful and competent.

Quality: We think clearly, plan mindfully, act decisively, measure carefully and review regularly everything we do.

Aspirational Values

Courage: We make brave decisions and take calculated risks to lead us to a bold and bright future. We show courage in our pursuit for the protection of the environment, for the well being of our people and to support the economy.

Diversity: We challenge ourselves by keeping our minds open and looking for all possibilities and opportunities.

Innovation: We believe in a workplace where you're safe to try new things – where we can push the boundaries of the norm and learn from things that don't always go according to plan. We strive for a just and blameless culture that respects people as individuals and paves the way to genuine learning and improvement.

Our simple guiding principle will be to ensure everything we do will make the City of Kalamunda socially, environmentally and economically sustainable.

kalamunda.wa.gov.au



Webcasting Notice

Please note that tonight's meeting other than the confidential sessions are being live streamed and recorded.

All in attendance and those addressing Council should refrain from making offensive/defamatory statements as there may be legal implications.

Council takes all care when maintaining privacy, however members of the public gallery and those addressing Council should be aware that you may be recorded.

INFORMATION FOR PUBLIC ATTENDANCE

Welcome to this evening's meeting. The following information is provided on the meeting and matters which may affect members of the public.

If you have any queries related to procedural matters, please contact a member of staff.

Ordinary Council Meetings – Procedures

1. Council Meetings are open to the public, except for Confidential Items listed on the Agenda.
2. Members of the public who are unfamiliar with meeting proceedings are invited to seek advice prior to the meeting from a City Staff Member.
3. To facilitate the smooth running of the meeting, silence is to be observed in the public gallery at all times.
4. All other arrangements are in general accordance with Council's Standing Orders, the Policies and decision of the City or Council.

Deputations and Public Question Time

These sessions in the Council Meeting provides an opportunity for people to ask any question of the Council or speak publicly on any matter.

Public Question Time

Public Question Time session will be conducted in accordance with the provisions of the Local Government Act and the City's Standing Orders.

Where a member of the public raises a question during Public Question Time, a response will be provided where Councillors or staff have the necessary information at hand; if not, a reply will be provided at a later time. There is a limit of one question per speaker per meeting.

Deputations

All speakers are limited to ten minutes, with a one-minute warning given to speakers prior to the ten-minute time period elapsing. The commencement and conclusion of time shall be advised by the Mayor/Chairperson.

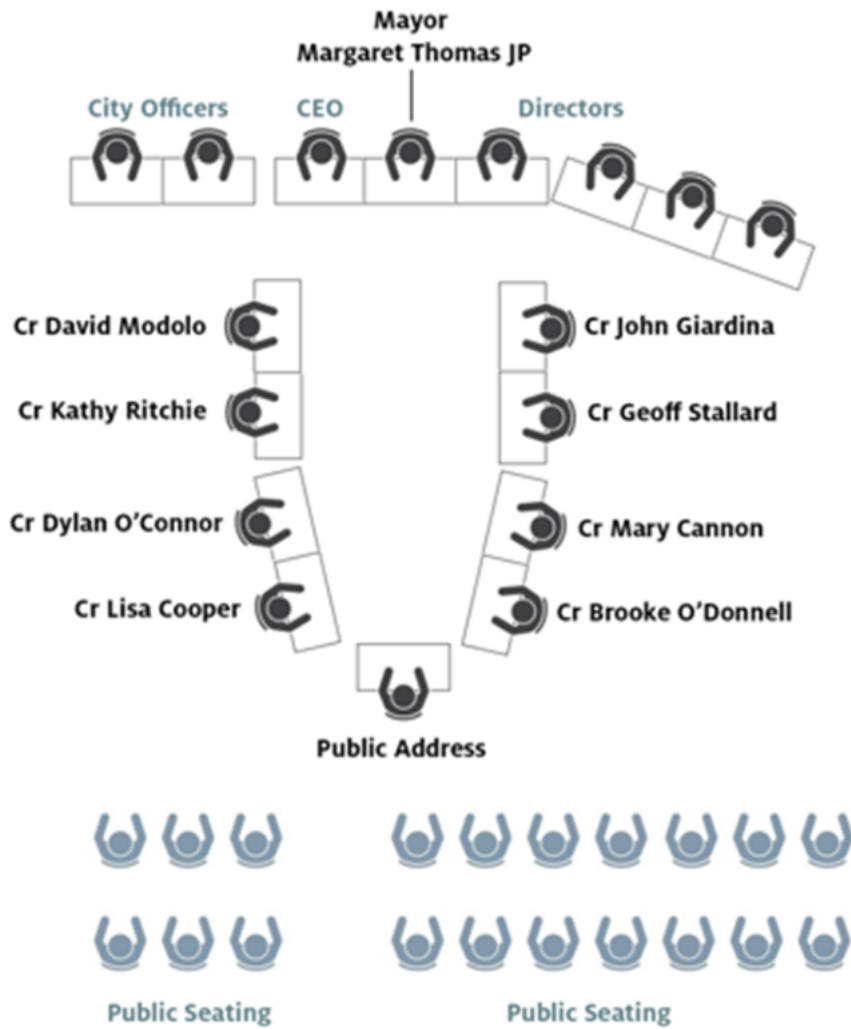
It should be noted that speakers at Council meetings do not enjoy any protection from parliamentary-style privilege. Therefore, they are subject to the risk of defamation action if they make comments about individuals.

In the event that speaker makes potentially offensive or defamatory remarks about any person, the Mayor/Chairperson will ask them to refrain from such comments.

The Mayor/Chairperson has the discretion to withdraw the privilege to speak where a speaker continues to make inappropriate or offensive comments about another person, or make a point of order ruling if a speaker breaches the Guidelines.

Only the audio recording of the public address speakers will be heard on Council's webcast. Visual images of the speaker will not be captured as part of that webcast.

Council Chambers Seating Plan



Schedule of Agenda Briefing Forums a Council Meetings - 2025

Ordinary Meetings of Council (OCM) commence at 6:30pm.
Public Agenda Briefing Forums (Agenda Briefing) commence at 6:30pm.

	Agenda Briefing	Ordinary Council
February	Tuesday 11	Tuesday 25
March	Tuesday 11	Tuesday 25
April	Tuesday 8	Tuesday 22
May	Tuesday 13	Tuesday 27
June	Tuesday 10	Tuesday 24
July	Not required	Tuesday 22
August	Tuesday 12	Tuesday 26
September	Tuesday 9	Tuesday 23
October	Tuesday 7	Tuesday 14
November	Tuesday 11	Tuesday 25
December	Tuesday 2	Tuesday 9

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1. Official Opening

2. Attendance, Apologies and Leave of Absence Previously Approved

3. Public Question Time

3.1. Questions Taken on Notice at Previous Meeting

3.1.1 Hannah Lill, Kalamunda

Q1. Photos provided by Hannah Lill show recent examples of what is being referenced. Would the draft Future Forest policy have had a more favourable outcome than what is pictured?

A1. The examples provided appear to be either on residential land or facilitating residential development. In the absence of new development such as a new house of subdivision - it's likely that an exemption for tree removal would have applied - so the result on the ground would be consistent with the examples provided.

If development or was proposed, it's likely the Future Forest Policy would have required the landowner to either conduct offset planting or provide an offset contribution - if they chose not to facilitate the retention of existing trees within the new development.

3.2. Public Question Time

A period of not less than 15 minutes is provided to allow questions from the gallery on matters relating to the functions of Council. For the purposes of Minuting, these questions and answers will be summarised.

4. Petitions/Deputations

5. Applications for Leave of Absence

6. Confirmation of Minutes from Previous Meeting

That the Minutes of the Ordinary Council Meeting held on 23 September 2025, as published and circulated, are confirmed as a true and accurate record of the proceedings.

Moved:

Seconded:

Vote:

Statement by Presiding Member

"On the basis of the above Motion, I now sign the Minutes as a true and accurate record of the meeting of 23 September 2025."

7. Announcements by the Member Presiding Without Discussion

8. Matters for Which the Meeting may be Closed

- 8.1 Item 10.6.3 Debtors and Creditors Reports for the month of September 2025 – **Confidential Attachments** - Creditor Payments for the period ended 30 September 2025 – Confidential and Corporate Credit Card Payments for the period 29 July to 26 August 2025 - Confidential

Reason for Confidentiality: *Local Government Act 1995 (WA) Section 5.23 (2) (e) - "matter that if disclosed, would reveal - (i) a trade secret; (ii) information that has a commercial value to a person; or (iii) information about the business, professional, commercial or financial affairs of a person; - where the trade secret or information is held by, or is about a person other than the local government"*

- 8.2 Confidential item, 10.5.1 CEO Performance Review, will be considered behind closed doors at Point 15 of this agenda.

Reason for Confidentiality: *Local Government Act 1995 Section 5.23 (2) (a) – "a matter affecting an employee of employees."*

9. Disclosure of Interest

9.1. Disclosure of Financial and Proximity Interests

- a) Members must disclose the nature of their interest in matters to be discussed at the meeting. (Section 5.56 of the Local Government Act 1995.)
- b) Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting. (Section 5.70 of the Local Government Act 1995.)

9.2 Disclosure of Interest Affecting Impartiality

- a) Members and staff must disclose their interest in matters to be discussed at the meeting in respect of which the member of employee has given or will give advice.

10. Reports to Council

10.1. Development Services Reports

10.2. Asset Services Reports

10.3. Corporate Services Reports

10.4. Community Services Reports

10.4.1. Enclosed Dog Park Needs Assessment - In Response to Community Request in Wattle Grove

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	OCM 2025/66
Directorate	Community Services
Business Unit	Recreation and Leisure
File Reference	
Applicant	
Owner	

Attachments	1. Dog Park - Enclosed Dog Park & Off Lead Exercise Area - Needs assessment [10.4.1.1 - 28 pages]
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TYPE OF REPORT

	Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
✓	Executive	When Council is undertaking its substantive role of direction setting and oversight (e.g. accepting tenders, adopting plans and budgets)
	Information	For Council to note
	Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 1: Kalamunda Cares and Interacts

Objective 1.2 - To provide a safe and healthy environment for community to enjoy.

Strategy - 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.

Strategy 1.2.2 - Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide an assessment on the need for enclosed dog parks and off-lead dog exercise areas across the City, in response to a community led petition for a new dog park in Wattle Grove.
2. A needs assessment was undertaken as provided in Attachment One that identified the City has:
 1. Sufficient district level enclosed dog parks to meet current and future population projections through to 2046.
 2. A distribution and accessibility gap for enclosed dog parks at a Neighbourhood level in the hills suburbs.
 3. A gap in the City's provision of dog exercise areas in:
 - a. High Wycombe south;
 - b. Wattle Grove south;
 - c. Sections of Forrestfield; and
 - d. Pickering Brook (pending population thresholds)
3. It is recommended that Council:
 1. ADOPT the needs assessment including the standards of provision to guide future development as per Attachment One.
 2. ENDORSE the City engaging with interested community leaders / parties to investigate and plan the development of two new neighbourhood level enclosed dog parks at existing gazetted sites within:
 - Kalamunda / Gooseberry Hill
 - Lesmurdie / Walliston
 3. ENDORSE the City conducting location assessments to identify future off-lead dog exercise areas to inform strategic land use planning within the areas of:
 - High Wycombe south
 - Wattle Grove south
 - Sections of Forrestfield

- Pickering Brook (Pending population thresholds)

BACKGROUND

4. At the Ordinary Council Meeting (OCM) held on 25 March 2025 a petition was presented to Council requesting an investigation into the suitability of an enclosed dog park in Wattle Grove. The basis for the request is that Wattle Grove does not currently have an enclosed dog park, with dog owners having to drive to surrounding areas within the City.
5. At the OCM held on 27 May 2025, Council resolved to request the Chief Executive Officer to provide a report to Council by October 2025 on:
 1. A suburb-based priority ranking on the need for enclosed dog parks within the City.
 2. A standard of provision for enclosed dog parks within the City with an indicative costing.
 3. A recommended approach to program the install of enclosed dog parks within the City.
6. In response to the community petition, the City undertook a preliminary assessment that identified a potential need for an enclosed dog park in Wattle Grove, thus supporting a community led enclosed dog park in Wattle Grove, however noting a City-wide strategic assessment was planned.

The enclosed dog park will be constructed on the Promenade Public Open Space (POS) (also referred to as Lenihan Reserve), Wattle Grove, which is an existing permitted dog exercise area. The community-led project is progressing well, making use of recycled fencing and material from an existing site within the City, supporting both sustainability and cost-efficiency.

A community design day will be held on site on 25 October, with construction/build day scheduled to occur on 8 November 2025.

The project is a strong example of a cost-effective approach to achieving positive community outcomes, driven and led by the community itself.

DETAILS AND ANALYSIS

7. The City has now completed a City wide needs assessment into the provision of enclosed dog parks and off-lead dog exercise areas as provided in Attachment One.

8. Enclosed dog parks are defined as spaces that are enclosed by a fence with various amenities provided, whereas an off-lead dog exercise area is a public open space that allows dogs to exercise off lead.
9. The needs assessment process involved the following:
 - a review of industry standards, to determine applicable facility hierarchies and catchments;
 - analysis into City demographics and dog registration rates;
 - a review of existing facilities provided;
 - a benchmark review of the type and quantity of facilities provided in other local governments;
 - development of a standards of provision relevant to the City's unique geography and residential density; and
 - analysis of catchment mapping to determine facility distribution and accessibility.

Enclosed Dog Park Assessment Findings

10. The City currently provides three enclosed dog parks including:
 - Elmore Dog Park, located off Elmore Way, High Wycombe
 - Hales Dog Park, located off Crimson Boulevard, Forrestfield
 - Promenade POS site, located off Hale Road, Wattle Grove

The Wattle Grove Dog Park (Promenade POS) was initiated from a community led petition, resulting in the City supporting the community to develop a low cost / small scale project. It is planned for installation in late 2025.
11. The 2023 community engagement surveys on dog exercises areas identified that 83% of the 203 survey respondents supported more enclosed dog parks, particularly within hills suburbs.
12. The review into relevant industry standards identified that there is limited guidance for local governments to guide the quantity and type of enclosed dog parks in Perth, Western Australia. As such, the City conducted a benchmark assessment of six other Perth metropolitan, local governments, which determined that on the basis of population, on average one enclosed dog park is provided for every 35,000 residents.
13. Industry standards supported the classification of both Elmore Way Dog Park and the Hales Dog Park as district level amenities, as they attract a higher level of users due to its size and quality of the amenity. The Wattle Grove Dog Park is a neighbourhood level as it is smaller in size and quality.
14. Based on a current estimated City population of 64,570 and a forecast population of 73,445 to 2046, the City is sufficiently provisioned for district level dog parks when applying the benchmark standard of 1:35,000. The

catchment mapping analysis however identified a gap in the hills suburbs based on accessibility and distribution of amenity at a neighbourhood level. The mapping further evidences that the foothills suburbs are well serviced for enclosed dog parks.

15. In order to address the accessibility and distribution gap in the hills suburbs it is proposed to engage with interested community leaders / parties to investigate and plan the development of two new neighbourhood level enclosed dog parks at existing gazetted sites within Kalamunda / Gooseberry Hill and Lesmurdie / Walliston.

Off-Lead Dog Exercise Areas Findings

16. The City has 24 gazetted off lead dog exercise areas, that are geographically spread across the City's public open space network, while there are seven dog prohibited areas.
17. Local governments across Perth use the State Governments Public Open Space Classification Framework to classify its various Public Open Spaces. The framework provides a guide to the purpose, function, accessibility, size, hierarchy and design public open space.
18. In assessment of the framework an 800m catchment radius is determined as being an appropriate walkability catchment for off lead Dog Exercise Areas.
19. Mapping analysis of the 24 gazetted exercise areas identified that the hills suburbs are well serviced, whilst there are identified gaps in several areas including High Wycombe south, sections of Forrestfield, Wattle Grove south and Pickering Brook subject to future population thresholds.
20. In order to address the accessibility and distribution gap in the hills suburbs it is proposed to conduct location assessments for future off lead dog exercise areas to inform strategic land use planning in those areas.

Standards of Provision

21. A standards of provision for enclosed dog parks and off lead dog exercise areas as per Table 1 has been developed to guide future planning and development within the City.

Table 1: Standards of provision for enclosed dog parks and off lead dog exercise areas

Hierarchy	Catchment / Distance	Type of Dog Exercise Areas	Minimum Requirements
Local	800m catchment	Off lead dog exercise areas only	<ul style="list-style-type: none"> • Signage • Bins & Bag dispenses
Neighbourhood (Community led)	1.5km catchment	Off lead dog exercise areas & small scale	<ul style="list-style-type: none"> • Low cost approach • Fenced/Enclosed Area • Bench/seating

	15 min walk 5-10-minute drive	enclosed dog parks (0.2-0.5ha)	<ul style="list-style-type: none"> • Signage • Bins & Bag dispensers
District	3km catchment 30min walk 15 minute drive	Off lead dog exercise areas & Medium scale enclosed dog parks (0.5 to 1ha)	<ul style="list-style-type: none"> • Fenced/Enclosed Area • Dual dog areas • Dual lock gates/entry • Agility equipment • Bench/seating • Signage • Bins & Bag dispensers • Accessible pathways • Car parking
Regional	Regional level provision is considered beyond the City's capacity and responsibility to provide, therefore provision should be focused at a Neighbourhood and District level.		

Strategic Directions

22. Based on the above needs assessment analysis and findings the below strategic directions have been developed to guide future decision making in relation to enclosed dog parks and off lead dog exercise areas.
23. Enclosed Dog Parks
- The City has sufficient district level dog parks to meet current and future population projections through to 2046.
 - The City has a distribution and accessibility gap for access to enclosed dog parks at a neighbourhood level in the hills suburbs.
24. Dog Exercise Areas
- There is a gap in the City's provision of dog exercise areas in:
 - High Wycombe south;
 - Wattle Grove south;
 - sections of Forrestfield; and
 - Pickering Brook (Pending future population thresholds).

APPLICABLE LAW

25. *Local Government Act 1995*
Dog Act 1976

APPLICABLE POLICY

26. Nil.

STAKEHOLDER ENGAGEMENT

- 27. Community engagement was undertaken with the community in 2021 and 2023 on the Dog Exercise Management Areas Plan, with the key findings summarised in paragraph 11 of the report.
- 28. Officers have worked closely with the lead members of the Wattle Grove dog park petition to plan for the new low cost community led enclosed dog park.

FINANCIAL CONSIDERATIONS

- 29. The most recent District level enclosed dog park project undertaken by the City was the Elmore Dog Park, which began in 2018 and was completed in 2021. The current replacement value is estimated at \$513,000 in 2025.
- 30. The neighbourhood level community led enclosed dog park approach is a place making initiative that aims to provide safe and suitable public amenities at a low cost. This low cost approach can be achieved through the donation of construction labour and materials and/or repurposing of materials in collaboration with community.
- 31. The estimated cost to the City for providing an additional neighbourhood level community led enclosed dog parks is \$5,000 - \$10,000 each. The estimated life cycle value of each is estimated at \$41,000 over 30 years.
- 32. It should be noted that whilst the City will be responsible for ongoing maintenance costs, this may potentially be reduced (in comparison to other park maintenance) due to the enhanced community ownership and care of the space.

SUSTAINABILITY

- 33. The neighbourhood level community led enclosed dog park approach encourages sustainability through the repurposing and recycling of suitable materials.
- 34. Facilities such as fenced dog exercise areas encourage responsible pet ownership, promotes healthy pets and pet owners and creates safer, more cohesive communities.

RISK MANAGEMENT

35.	Risk: Without a City wide needs assessment and development of strategic directions for enclosed dog parks future development will be ad hoc and unsustainable for the City.		
	Consequence	Likelihood	Rating
	Significant	Possible	High
	Action/Strategy		
	The City has now undertaken a City wide needs assessment that identified strategic directions to guide future decision making and provision levels for enclosed dog parks and dog exercise areas across the City.		

CONCLUSION

36. The City has completed a City wide needs assessment into the provision of enclosed dog parks and off-lead dog exercise areas as provided in Attachment One.
37. The needs assessment identified that:
- The City has sufficient district level dog parks to meet current and future population projections through to 2046.
 - The City has a distribution and accessibility gap for access to enclosed dog parks at a neighbourhood level in the hills suburbs, which is to be achieved through a low cost / community led approach, similar to the Wattle Grove Dog Park.
 - There is a gap in the City's provision of dog exercise areas in:
 - High Wycombe south;
 - Wattle Grove south;
 - sections of Forrestfield; and
 - Pickering Brook (Pending future population thresholds).

Voting Requirements: Simple Majority

RECOMMENDATION

That Council:

1. ADOPT the needs assessment including the standards of provision to guide future development as per Attachment One.
2. ENDORSE the City engaging with interested community leaders / parties to investigate and plan the development of two new neighbourhood level enclosed dog parks at existing gazetted sites within:
 - Kalamunda / Gooseberry Hill
 - Lesmurdie / Walliston
3. ENDORSE the City conducting location assessments to identify future off-lead dog exercise areas to inform strategic lane use planning within the areas of:
 - High Wycombe south
 - Wattle Grove south
 - Sections of Forrestfield
 - Pickering Brook (Pending population thresholds)

10.5. Office of the CEO Reports

10.5.1. CEO Performance Review

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Reason for Confidentiality: *Local Government Act 1995 Section 5.23 (2) (a) – “a matter affecting an employee of employees.”*

Previous Items	
Directorate	Office of the Chief Executive Officer
Business Unit	People and Culture
File Reference	
Applicant	
Owner	
Attachments	Nil

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets
Information	For Council to note
✓ Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

Provided under separate cover.

10.6. Chief Executive Officer Reports

10.6.1. Monthly Financial Statements to 30 September 2025

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	N/A
Directorate	Corporate Services
Business Unit	Financial Services
File Reference	FIR-SRR-006
Applicant	N/A
Owner	N/A

Attachments	1. Statement of Financial Activity for the three months ended 30 September 2025 [10.6.1.1 - 1 page]
	2. Statement of Net Current Funding Position as at 30 September 2025 [10.6.1.2 - 1 page]
	3. Statement of Financial Position as at 30 September 2025 [10.6.1.3 - 1 page]
	4. 2025-26 Budget Amendment - September 2025 [10.6.1.4 - 1 page]

TYPE OF REPORT

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STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Council with the Statutory Financial Statement for the three months ended 30 September 2025.
2. The Statutory Financial Statements report on the activity of the City of Kalamunda (City) with the comparison of the period's performance against the Annual Budget 2025-26 adopted by Council on 24 June 2025.

The opening balances in the reported financials are based on the draft financial reports of 2024-25 pending final year-end adjustments, closure of subledgers, land and building revaluation entries and provisions movements which are yet to be finalised including the external audit for the year 2024-25.

A result of the above is that with the carry forward amendments made in July, the budget closing position is in deficit by \$1,839,617 which is primarily due to the opening surplus position not having been updated as it is dependent on the audit being finalised. Based on the draft June 2025 financials, this position will re-balance once the opening surplus position is corrected.

3. It is recommended that Council receives the draft Monthly Statutory Financial Statements for the month of September 2025 and note the Voted Works details.

BACKGROUND

4. The Statement of Financial Activity (Attachment 1), incorporating various sub-statements, has been prepared in accordance with the requirements of the *Local Government Act 1995 (Act)* and Regulation 34 of the *Local Government (Financial Management) Regulations 1996*.
5. The Statement of Financial Position (Attachment 3, incorporating various sub-statements, has been prepared in accordance with the requirements of the *Local Government Act 1995 (Act)* and Regulation 35 of the *Local Government (Financial Management) Regulations 1996*.

DETAILS AND ANALYSIS

6. The Act requires the Council to adopt a percentage or value to be used in reporting variances against the Budget. Council has adopted the reportable variances of 10% or \$50,000 whichever is greater.

FINANCIAL COMMENTARY

Draft Statement of Financial Activity by Nature and Type for the three months ended 30 September 2025.

7. This Statement reveals a net result surplus of \$63,271,686 compared to the budgeted surplus of \$51,323,861 resulting in a variance of \$11,947,825. The variance is largely due to an operating activities variance of \$6,455,239 and variance of \$6,016,142 & \$(523,554) respectively from investing & financing activities.

Operating Revenue

8. Total Revenue including rates is over budget by \$1,135,208. This is made up as follows:
- a) Rates generation remained along budget with a minor variance of \$236,133 mainly due to the actual billing amount was higher than budgeted amount. Interim rating has also commenced in the month.
 - b) Operating Grants, Subsidies and Contributions are over budget by \$821,426. The variance is mainly due to \$728,112 over budget due to contribution from reimbursement of Cell 9 projects expenses.
 - c) Profit on asset disposal is under budget by \$332,499 as certain land parcels earmarked for sale have not yet been finalised. Approval has recently been granted by Council to commence disposal on some surplus land parcels which will be completed in the next few months of the year. This is deemed to be a timing matter.
 - d) Fees and Charges remained over budget by \$ 308,314. The variance is attributable to the rates zoning and legal fee, which is up by \$110,345 deemed to be a timing matter and supervision fee collected by Environmental Health Service remained over budget by \$92,157 which is also deemed a timing matter as inspection fees are raised in September, but the fees have been phased evenly over all months. The rephasing will be resolved for the October report. In addition, pool inspection fees are higher by \$77,089 with budget understated and did not reflect the increase applied to the inspection fees as part of the budget adoption.

- e) Interest income is above budget by \$105,636 mainly due to improved cash flow collections from the Rates section and lower than expected capital expenditure spend.
- f) Other Revenue is over budget by \$103,24 and the variance is mainly due to recognising a 2025-26's free subscription for software licencing. In line with the Australian Accounting Standard's Board, the City is required to reflect the value of the benefit the City is deemed to have received.
- g) Ex-Gratia Rates Revenue is tracking lower than budget by \$107,226 due to a timing variance in relation to the receipt of the Ex-Gratia Rates due from the Dampier Bunbury Natural Gas Pipeline (DBNGP). The funds normally get paid in the later part of the year.

Operating Expenditure

- 9. Total expenditure is under budget by \$2,530,156. The significant variances within the individual categories are as follows:
 - a) Employment Costs remained under budget by \$109,119 due to some vacancies in various business units.
 - b) Materials and Contracts are under budget by \$1,948,138. The variance is mainly due to a timing difference for building and infrastructure maintenance costs worth \$1,037,095 and waste services worth \$570,428. An appropriate accrual will be passed in the following month.
 - c) Utilities are tracking along the budget with minor positive variance of \$66,866 with the bulk coming from parks maintenance worth \$42,208 from reduced running of reticulation equipment put down to seasonal factors with Perth experiencing a wet winter and lower street lighting bills worth \$10,601.
 - d) Depreciation, although a non-cash cost, is tracking in line with the budget with a minor variance of \$362,368. This is partially due to a delay in the capitalisation of assets as of 30 June 2025.
 - e) Interest expense remained below the budget by \$12,087. The major reason for the variance is the delay of drawdown of the Asset Finance Loan on Fleet Vehicles due to the delays in the delivery of the vehicles.

- f) Insurance expense is tracking over budget by \$40,258 due to the LGIS premium received for buildings that was higher than budgeted. The trend will be monitored over next few months and any adjustment in the budget will be made, if required at the mid-year review.
- g) Loss on Asset Disposal reported an adverse variance of \$26,136 related primarily to disposal of a vehicles that was not budgeted.
- h) Other expenditure is under budget by \$45,697 mainly due to a timing difference of contributions and donations to community groups and land acquisition costs of \$15,666 budgeted for the Forrestfield Industrial Area Scheme.

Investing Activities

Non-operating Grants and Contributions

10. The non-operating grants and contributions is under budget by \$5,259,565. This is mainly due to a timing difference with the grants triggered when a milestone is met.

Capital Expenditure

11. The total Capital Expenditure on Property, Plant, Equipment, and Infrastructure Assets is under budget by \$10,985,174. The delayed spend is due to the City working through some large projects which are progressing through the tender process. A review will be undertaken to determine any major adjustments required in Capex for mid-year review of 2025/26 Budget.

Financing Activities

12. The amounts attributable to financing activities show a variance from budget by \$523,554 which is mainly due to transfers to reserves required as a result of Budget 2025-26. These are normally done at the year end.

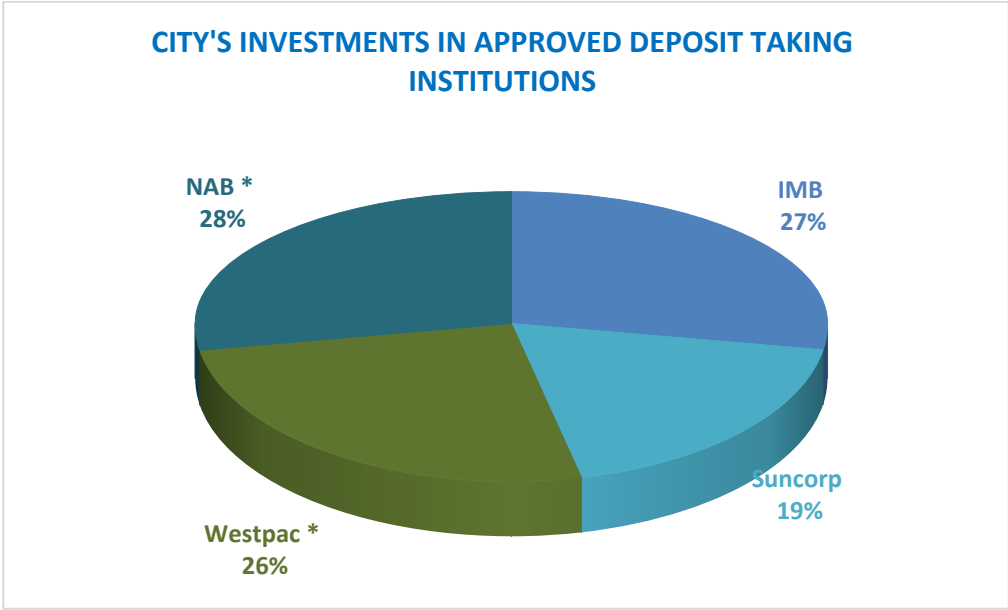
Statement of Net Current Funding Position as of 30 September 2025

13. The commentary on the net current funding position is based on a comparison of September 2025 to the September 2024 actuals.
14. Net Current Assets (Current Assets less Current Liabilities) total \$93.3 million as compared to \$91.0 million for the previous year. The restricted cash position is \$35.1 million which is slightly lower than the previous year's balance of \$35.3 million.

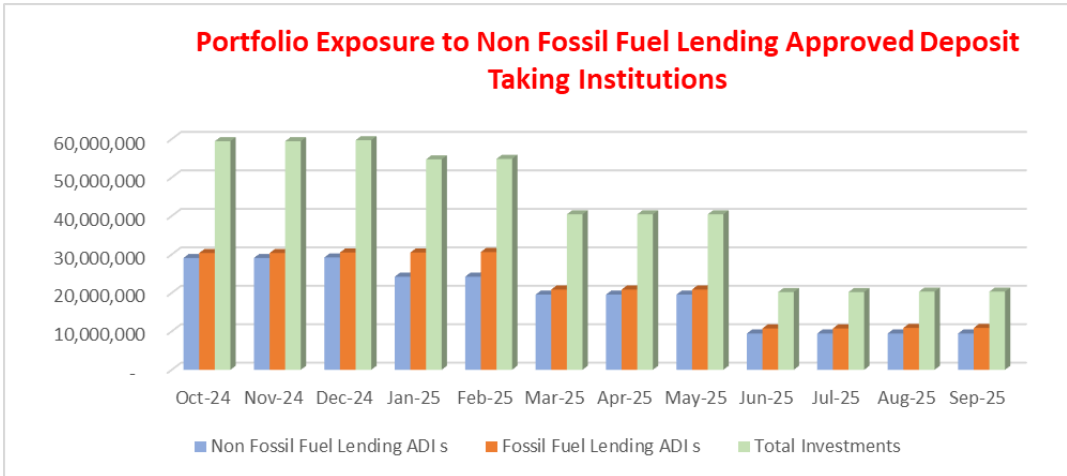
15.
- The following graph indicates the financial institutions where the City has investments as of 30 September 2025. Investments yields are between 4%-4.6% depending on the length of deposits. The Reserve Bank of Australia have reduced the cash rate by a further 15 basis points to 3.60% which will have an adverse effect on investment income in the outer months and the new financial year as core inflation stabilises.

The outlook shows there will be further cuts in the financial year as the inflation stabilises but also more importantly weakening economic indicators which will require fiscal stimulation.

16.



*Financial Institutions with Investments in the Fossil Fuel Industry



17.
- Rates debtors are currently \$20.3 million (and similarly \$20.3 million in 2024), further details are contained in the Rates Report to Council.
18.
- Sundry debtors are stable at \$0.3 million. Further details are contained in the Debtors and Creditors Report to Council.

19. Receivables Other represent \$11.3 million including:
a) Emergency Service Levy receivables \$3.5 million.
b) Receivables Sanitation \$3.3 million.

The above is all part of the rates billing cycle and form part of the rates statement for each property.

20. Provisions for annual and long service leave have increased by \$656,587 from \$4.5 million to \$5.2 million when compared to the previous year. The majority of the provision is cash backed via specific reserves.

Proposed Budget Amendments and Voted Works

21. There is no proposed notice of motions on voted works for this month hence there are no budget amendments for Voted Works. An allocation of \$100,000 remains.
22. There are three minor budget amendments that are being requested and detailed under Attachment 4.

Summary of the changes are:

2025.10.1 – Depot CCTV \$14,000 funded via budget re-alignment from operating budgets.

2025.10.2 – Kalamunda BFB – PPE Lockers - \$45,000 funded via new grant from DFES.

2025.10.3 - McNabb Rd Resurfacing – additional spend funded via budget transfer Hicks Street Rd re-surfacing project.

The above changes have no net change to the closing surplus position.

APPLICABLE LAW

23. *Local Government Act 1995 s6.8*
Local Government (Financial Account Management) Regulations 1996 s34 and s35.

APPLICABLE POLICY

24. Nil.

STAKEHOLDER ENGAGEMENT

Internal Referrals

25. The City's executive and management monitor and review the underlying business unit reports which form the consolidated results presented in this report.

External Referrals

26. As noted in point 23 above, the City is required to present to the Council a monthly statement of financial activity with explanations for major variances.

FINANCIAL CONSIDERATIONS

27. The City's financial position continues to be closely monitored to ensure it is operating sustainably and to allow for future capacity.

SUSTAINABILITY

Social Implications

28. Nil.

Economic Implications

29. Nil.

Environmental Implications

30. Nil.

RISK MANAGEMENT

- 31.
- | | | |
|---|-------------------|---------------|
| Risk: Over-spending the budget. | | |
| Consequence | Likelihood | Rating |
| Moderate | Possible | Medium |
| Action/Strategy | | |
| Monthly management reports are reviewed by the City and Council. Procurement compliance is centrally controlled via the Finance Department. | | |
- 32.
- | | | |
|--|-------------------|---------------|
| Risk: Non-compliance with Financial Regulations | | |
| Consequence | Likelihood | Rating |
| Moderate | Unlikely | Low |
| Action / Strategy | | |

The financial report is scrutinised by the City to ensure that all statutory requirements are met.
Internal Audit reviews to ensure compliance with Financial Regulations.
External Audit confirms compliance.

CONCLUSION

33. The City's Financial Statement as of 30 September 2025 reflects a large draft closing surplus position of \$11,947,825. The surplus opening surplus position is likely to change with the year-end adjustments yet to be passed including the pending external audit review.

Voting Requirements: Absolute Majority

RECOMMENDATION


1. That Council RECEIVE the Monthly Statutory Financial Statement for the month of September 2025 which comprises:
 - a) Statement of Financial Activity (Nature or Type) (Attachment 1).
 - b) Statement of Net Current Funding Position, note to financial report. (Attachment 2).
 - c) Statement of Financial Position (Attachment 3).
2. ADOPTS by absolute majority the budget amendment as in Attachment 4.

10.6.2. Rates Debtors Report for the Period Ended 30 September 2025

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	N/A
Directorate	Corporate Services
Business Unit	Financial Services
File Reference	FI-DRS-004
Applicant	N/A
Owner	N/A
Attachments	Nil

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
 Executive	When Council is undertaking its substantive role of direction setting and oversight (e.g. accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person’s rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

- Objective 4.1** - To provide leadership through transparent governance.
- Strategy 4.1.1** - Provide good governance.
- Strategy 4.1.2** - Build an effective and efficient service-based organisation.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Council with information on the rates collection percentage and the status of rates recovery actions.

2. The City of Kalamunda (City) levied rates for 2025/2026 on 15 July 2025. The amount collectable (excluding deferred rates balance of \$1,146,750) as of 30 September 2025 was \$52,609,721. This balance includes, initial billing, interims and the brought forward balance from 2024/25. Collections to date stand at \$32,514,201.

BACKGROUND

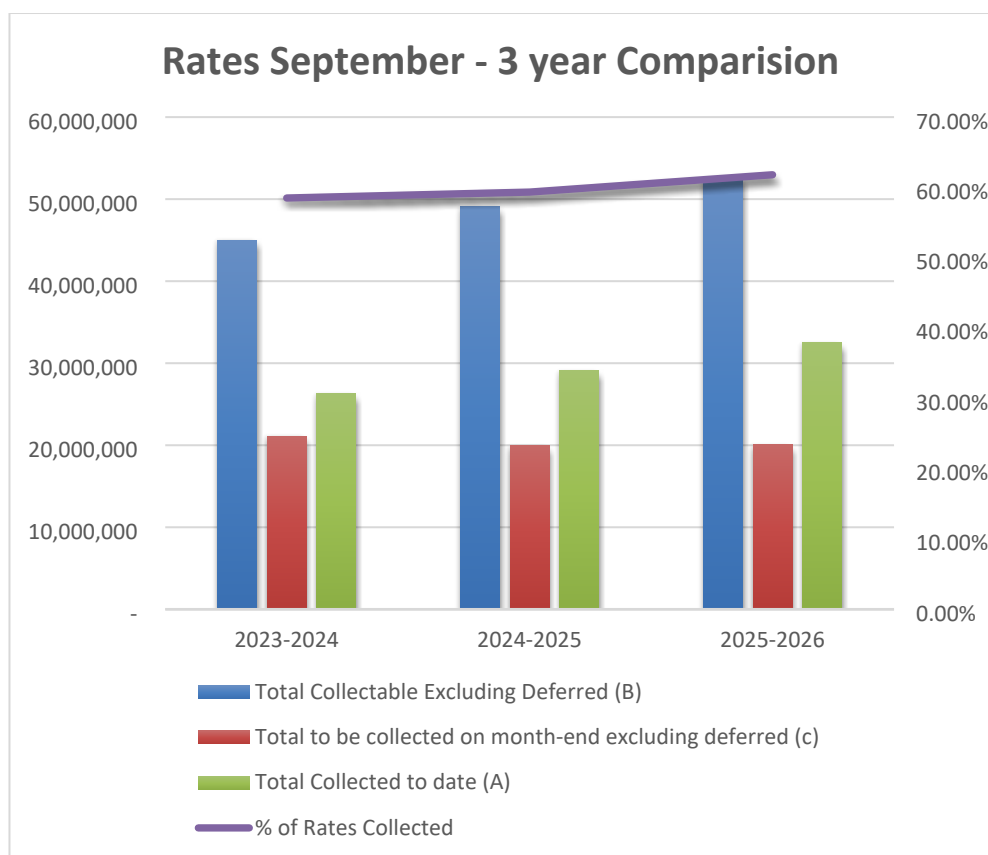
3. Rate Notices were issued on 15 July 2025 with the following payment options available:

Options	Payment Dates			
Full payment	19 August 2025			
Two instalments	19 August 2025	23 December 2025		
Four instalments	19 August 2025	21 October 2025	23 December 2025	24 February 2026

DETAILS AND ANALYSIS

4. A total of 24,169 notices were issued on 15 July 2025. This consisted of 19,642 mailed rates notices, and 4,527 of eRates notices (18.7% take-up saving more than \$7,100 in postage and printing). Compared to last year (3,506 eRates), the uptake has increased by 29%.
5. As of 30 September 2025, rates levied and collectable for the 2025/2026 Financial Year total is \$52,609,721 (excluding deferred rates), with collections standing at \$32,514,201.
6. The above collection of \$32,514,201 represents a collection rate of 61.80% which is significantly better than the previous year of 59.34%. For reference, below is a chart comparing the collection rates for the last three years.

7.



8.

From the above chart the following observations are made:

- a) The quantum of collectable and collected rates is higher in 2025/26 than previous years because the base amount is higher each year.
- b) The City now has a stable Rates Team with seasoned professionals who are actively managing the debt outstanding. This is particularly noted in the amount outstanding for previous years having reduced by 13% (\$354,517).
- c) The % collectable at 30 Sep 2025 is 38.20% which will be a point of focus for the Rates Team to work towards. In this regard, work is being done to review and update the City's collection and hardship policies and procedures.
- d) The City sent out "final notices" in September 2025 which will be followed up with Final 7 Day notice and General Procedure Claims in October/November 2025.

9.

The interim rating has commenced for 2025/2026. To 30 Sep 2025 \$16,144 has been raised for the interim rating Revenue

10. The first instalment due date was 19 August 2025. The following observations should be noted:

- a) A total of 13,856 properties representing 57.33% of the total number of rateable properties were noted to have paid in full or were in credit.
- b) A total of 9,744 ratepayers has taken up an instalment option or have entered a payment arrangement.
- c) It is noted that the number of properties on Direct Debit and in particular, Payment Arrangements have increased reflecting the current economic environment.

The following table showing Properties choosing to pay by instalments or payment arrangements:

Option	Description	2025/26 Interim Number	2024/25 Number
Option 2 on Rates Notice	Two instalments	1,827	1,763
Option 3 on Rates Notice	Four instalments	6,679	6,397
Direct Debit	Pay by direct debit	1,070	1,000
Payment Arrangement	Pay by payment Arrangement	168	82
Total	Ratepayers on payment options	9,744	9,242

11. Call recording software has been utilised in the Rates Department since 2015, primarily for customer service purposes, as it allows calls to be reviewed for training and process improvement purposes. For the period 1 Sep 2025 to 30 Sep 2025, there was a total of 998 calls, equating to 51.44 hours of call time.

APPLICABLE LAW

12. The City collects its rates debts in accordance with the *Local Government Act 1995* Division 6 – Rates and Service Charges under the requirements of Subdivision 5 – Recovery of unpaid rates and service charges.

APPLICABLE POLICY

13. The City's rates collection procedures are in accordance with the Debt Collection Policy CEO Direction 5.5.

STAKEHOLDER ENGAGEMENT

Internal Referrals

14. The City's Governance Unit has been briefed on the debt collection process.

External Referrals

15. The higher-level debt collection actions will be undertaken by an external collection agency appointed by the City.

FINANCIAL CONSIDERATIONS

16. The early raising of rates in July allows the City's operations to commence without delays improving cashflow, in addition to earning additional interest income.

SUSTAINABILITY

Social Implications

17. Debt collection can have implications upon those ratepayers facing financial hardship and the City must ensure equity in its debt collection policy and processes.
18. The City has "a smarter way to pay" direct debit option to help ease the financial hardship to its customers. This has proved very effective with a growing number of ratepayers taking advantage of this option. A "Smarter Way to Pay" allows ratepayers to pay smaller amounts on a continuous basis either weekly or fortnightly, helping to reduce their financial burden.

Economic Implications

19. Effective collection of all outstanding debtors leads to enhanced financial sustainability for the City.

Environmental Implications

20. The increase in the take up of eRates, as a system of Rate Notice delivery, will contribute to lower carbon emissions due to a reduction in printing and postage. It is heartening to see a significant uptake in eRates with a 29% increase from the previous year.

RISK MANAGEMENT

21.

Risk: Failure to collect outstanding rates and charges leading to cashflow issues within the current year.		
Consequence	Consequence	Rating
Moderate	Possible	Medium
Action/Strategy		
Ensure debt collections are rigorously maintained.		

CONCLUSION

22. The current year collection rate is higher at 61.80% compared to 59.34% last year. The City continues to effectively implement its rate collection strategy.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council RECEIVE the Rates Debtors Report for the Period ending 30 September 2025.


10.6.3. Debtors and Creditors Reports for the month of September 2025

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	N/A
Directorate	Corporate Services
Business Unit	Financial Services
File Reference	FI-CRS-002
Applicant	N/A
Owner	N/A
Attachments	<ol style="list-style-type: none"> 1. Summary of Debtors for the month of September 2025 [10.6.3.1 - 2 pages] 2. Summary of Creditors for the month of September 2025 [10.6.3.2 - 1 page] 3. Creditor Payments for the Period ended 30 September 2025 (Public) [10.6.3.3 - 12 pages] 4. Corporate Credit Card Payments 29 July 2025 26 August 2025 Public [10.6.3.4 - 3 pages]
Confidential Attachments	<ol style="list-style-type: none"> 1. Creditor Payments for the period ended 30 September 2025 – Confidential 2. Corporate Credit Card Payments for the period 29 July to 26 August 2025 - Confidential

Reason for Confidentiality: *Local Government Act 1995 (WA) Section 5.23 (2) (e) - "matter that if disclosed, would reveal - (i) a trade secret; (ii) information that has a commercial value to a person; or (iii) information about the business, professional, commercial or financial affairs of a person; - where the trade secret or information is held by, or is about a person other than the local government"*

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
Executive	When Council is undertaking its substantive role of direction setting and oversight (e.g., accepting tenders, adopting plans and budgets)
 Information Legislative	For Council to note Includes adopting Local Laws, Town Planning Schemes, and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licenses, other permits or licenses issued under other Legislation, or matters that could be subject to appeal to the State Administrative Tribunal.

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Council with details of payments made from Municipal and Trust accounts together with outstanding debtors and creditors for the month of September 2025.
2. The report provides details of payments made from the Municipal and Trust Fund Accounts for the month. It also includes details of employee purchases via purchasing cards from 29 July to 26 August 2025.
3. It is recommended that Council receive the list of:
 - a) payments made from the Municipal and Trust Fund Accounts for the month of September 2025
 - b) payments made by employees via purchasing cards from 29 July to 26 August 2025.
 - c) the outstanding debtors and creditors report for the month of September 2025.

BACKGROUND

4. Trade Debtors and Creditors are subject to strict monitoring and control procedures.
5. In accordance with regulation 13 of the *Local Government (Financial Management) Regulations 1996*, reporting on payments made from Municipal Fund and Trust Funds must occur monthly.
6. Effective from 1 September 2023 under *Local Government (Financial Management) Regulations 1996* (Regulation 13A)
If a local government has authorised an employee to use a credit, debit or other purchasing card a list of payments made using the card must be prepared each month showing the following information for each payment made since the last list was prepared.
 - a) The payee's name
 - b) The amount of the payment
 - c) The date of the payment
 - d) Sufficient information to identify the payment.

DETAILS AND ANALYSIS

Debtors

7. Sundry debtors as of 30 September was \$296,996. This includes \$83,008 of current debts and \$91, unallocated credits (excess or overpayments).
8. Invoices over 30 days total \$31,166 debts of significance:
 - a) Kalamunda & District Netball, \$7,027, Utilities.
9. Invoices over 60 days total \$161,043, debts of significance:
 - a) Cooperative Bulk Handling, \$156,797, Cash in Lieu – Rates; and
 - b) Kalamunda City FC, \$3,818, Utilities.
10. Invoices over 90 days total \$21,871, debts of significance:
 - a) N-Com Pty Ltd, \$4,989.67, lease fees;
 - b) Private Citizen, \$3,315, fire hazard reduction burn;
 - c) Private Citizen, \$2,532, Veterinary Fees;

Creditors

11. Payments totalling \$8,325,913 were made during the month of September 2025. Standard payment terms are 30 days from the end of the month, with local businesses and contractors on 14-day terms.

Significant Municipal payments (GST inclusive – where applicable) made in the month were:

Supplier	Purpose	\$
Department of Fire and Emergency Services (DFES)	Emergency service levy 2025/2026 - 1st quarter	2,548,295.19
Cleanaway	Waste / recycling & bulk bin disposal services fees	1,086,653.41
Australian Taxation Office	PAYG Tax Payments	511,254.36
Ae Hoskins Building Services	Progress claim # 6 - Norm Sadler Pavilion redevelopment including building maintenance services at various locations	359,672.77
Roadline Civil Contractors	Progress claims 1 & 2- Forrestfield / High Wycombe Industrial DCP - design and delivery road construction 2a - stage 2 - High Wycombe	237,432.96
Aware Super Pty Ltd	Superannuation contributions	236,942.43
City Of Cockburn	Waste disposal services from the weekly residential collection	221,403.12

Synergy	Power charges	193,782.41
Resource Recovery Group (SMRC)	Waste & recycling disposal services fees	184,735.66
Christou Design Group Pty Ltd	Variation to RFT 2310 - High Wycombe community HUB design services as per council decision 24 June 2025	156,810.50
Western Australian Treasury Corporation	Loan no. 227 & 228 fixed component	125,934.45
WA Carmax Pty Ltd T/A Bergmans Auto Group	Supply of 2 Isuzu DMax vehicles & accessories with installation	124,915.32
Prestige Property Maintenance Pty Ltd	Landscape maintenance services for various locations for August & September 2025	119,144.66
Contraflow	Traffic management for various locations	109,394.52
Modus Australia	Site works for sewer, water connections, fabrication and installation of toilet block at Magnolia Park	106,997.55
LGIS WA	Workers compensation - endorsement period 30/06/24 - 30/06/25 & an excess claim	92,132.78
Axent Holdings Pty Ltd	70% remaining balance for supply and install axent led - Australian fire danger warning signs (AFDRS), front end management system & poles and mounting accessories to suit axent AFDR	87,420.67
Capital Recycling	Transport & disposal waste stream for various locations	85,417.88
OCE Corporate Pty Ltd - Office Cleaning Experts	Cleaning services / consumables for various locations	67,168.76
Kennedys Tree Services (Cosmag Pty Ltd)	Tree removal / under powerline pruning for various locations	63,112.69
Martins Environmental Services Pty Ltd	Weed control and natural area maintenance	59,400.00
Mckay Earthmoving Pty Ltd	Plant equipment and operator hire for various locations	57,806.21
Eastern Metropolitan Regional Council (EMRC)	Domestic / waste charges - red hill tip, mattress & timber disposal fees	50,038.62

These payments total \$6,885,866.92 and represent 83% of all payments for the month.

Payroll

12. Salaries and wages are paid in fortnightly cycles. A total of \$1,677,166.24 was paid in net salaries and wages for the month of September 2025.
13. Additional details are provided in Confidential Attachment 1 after the creditors' payment listing.

Trust Account Payments

14. The Trust Accounts maintained by the City of Kalamunda (City) relate to the following types:
 - a) CELL 9 Trust;
 - b) Public Open Space funds,
 - c) NBN Tower Pickering Brook Trust
15. The following payments (GST exclusive) were made from the Trust Accounts in the month of September 2025.

Cell 9		Amount (\$)
Date	Description	
24/09/2025	Natural Area Holdings Pty Ltd - Supply and installation of trees at Woodlupine Brook, Wattle Grove (C9S1)	3,209.50
10/09/2025	Place Laboratory. Invoice 24803-04 dated 31/07/2025 (C9S7) - Supply & delivery of Land Landscape Design (Wattle Grove Cell 9)	9,460.00

APPLICABLE LAW

16. Regulation 12(1) of the *Local Government (Financial Management) Regulations 1996*.
17. Regulation 13 & 13A of the *Local Government (Financial Management) Regulations 1996*.

APPLICABLE POLICY

18. Debt Collection Policy CEO Direction 5.5.
19. Register of Delegations from Council to CEO.

STAKEHOLDER ENGAGEMENT

Internal Referrals

20. Various business units are engaged to resolve outstanding debtors and creditors as required.

External Referrals

21. Debt collection matters are referred to the City's appointed debt collection agency when required.

FINANCIAL CONSIDERATIONS

22. The City will continue to closely manage debtors and creditors to ensure optimal cash flow management.

SUSTAINABILITY

23. Nil.

RISK MANAGEMENT

Debtors

- 24.
- | | | |
|---|-------------------|---------------|
| Risk: The City is exposed to the potential risk of the debtor failing to make payments resulting in the disruption of cash flow. | | |
| Consequence | Likelihood | Rating |
| Insignificant | Possible | Low |
| Action/Strategy | | |
| Ensure debt collections are rigorously managed. | | |

Creditors

- 25.
- | | | |
|---|-------------------|---------------|
| Risk: Adverse credit ratings due to the City defaulting on the creditor. | | |
| Consequence | Likelihood | Rating |
| Insignificant | Possible | Low |
| Action/Strategy | | |
| Ensure all disputes are resolved in a timely manner. | | |

CONCLUSION

26. Creditor payments are higher than the normal trend range due to the DFES 1st quarter payment worth 2,548,295.19.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council:

1. RECEIVE the monthly lists of payments made from the Municipal Accounts for the month September 2025 (Confidential Attachment 1) in accordance with the requirements of the *Local Government (Financial Management) Regulations 1996* (Regulation 13).
2. RECEIVE the list of payments made from 29 July to 26 August 2025 using Corporate Purchasing Cards (Confidential Attachment 2) in accordance with the requirements of the *Local Government (Financial Management) Regulations 1996* (Regulation 13A).
3. RECEIVE the outstanding debtors and creditors reports (Attachments 1 & 2) for the month of September 2025.

11. Motions of Which Previous Notice has been Given

12. Questions by Members Without Notice

13. Questions by Members of Which Due Notice has been Given

13.1 Kalamunda Road Round-a-bout Roadworks (Cr Cooper)

Q. Who is conducting the works on the round-a-bout on the intersection of Kalamunda Road and Roe Hwy?

A. The works are being undertaken by Main Roads WA.

14. Urgent Business Approved by the Presiding Member or by Decision

15. Meeting Closed to the Public

16. Tabled Documents

Public Agenda Briefing Forum Notes 7 October 2025

17. Closure