

MINUTES

Council Meeting

Tuesday, 16 June 2026 at 6:00 PM

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CONTENTS

1	OFFICIAL OPENING	4
2	ACKNOWLEDGEMENT OF COUNTRY	4
3	ANNOUNCEMENT TO GALLERY	4
4	RECORD OF ATTENDANCE	4
4.1	ATTENDANCE	4
4.2	APOLOGIES	4
4.3	APPROVED	5
5	DISCLOSURES OF INTEREST	5
5.1	FINANCIAL	5
5.2	PROXIMITY	5
5.3	IMPARTIALITY	5
6	PUBLIC QUESTION TIME	5
6.1	RESPONSES TO PREVIOUS QUESTIONS FROM MEMBERS OF THE PUBLIC TAKEN ON NOTICE	5
6.2	PUBLIC QUESTION TIME	5
7	PRESENTATIONS/DEPUTATIONS	5
7.1	PRESENTATIONS	5
7.2	DEPUTATIONS	5
8	APPLICATIONS FOR LEAVE OF ABSENCE	5
8.1	CR HARRINGTON	5
9	CONFIRMATION OF MINUTES OF PREVIOUS MEETING	6
9.1	MEETING OF COUNCIL (19 MAY 2026)	6
10	ANNOUNCEMENTS BY THE PRESIDING MEMBER	6
11	UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS	6
12	REPORTS AND RECOMMENDATIONS OF COMMITTEES	7
12.1	STRATEGIC RISK BRIEF - LIQUID FUEL SUPPLY DISRUPTION	8
13	REPORTS OF OFFICERS	26
13.1	STRATEGIC RESOURCE PLAN AND REVENUE STRATEGY	27
13.2	REVIEW OF DELEGATED AUTHORITY REGISTER	76
13.3	REVIEW OF LOCAL LAWS	82
13.4	EAST FREMANTLE COMMUNITY PARK – DOG EXERCISE AREA CONDITIONS OF USE (ON-LEAD REQUIREMENT ON WAFL MATCH DAYS)	86

13.5	COMMUNITY GRANTS PROGRAM 2026-27	91
13.6	ANNUAL ELECTORS' MEETING - VERGE GUIDELINES	96
13.7	RESOLUTIONS FROM ANNUAL ELECTORS MEETING 120526 - RISK MATTERS RAISED BY ELECTORS	100
13.8	RESOLUTIONS FROM ANNUAL ELECTORS MEETING 120526 - TREE RETENTION ON PRIVATE LAND.....	136
13.9	EXECUTION OF DOCUMENT POLICY	141
13.10	ARTIFICIAL INTELLIGENCE (AI) POLICY	154
13.11	MONTHLY FINANCIAL REPORT 31 MAY 2026	160
13.12	ACCOUNTS FOR PAYMENT - MAY 26	184
14	MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN	197
15	NOTICE OF MOTION FOR CONSIDERATION AT THE NEXT MEETING	197
16	QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN.....	197
17	NEW BUSINESS OF AN URGENT NATURE	197
17.1	EVENTS STRATEGY ENDORSED FOR COMMUNITY ENGAGEMENT	197
18	MATTERS BEHIND CLOSED DOORS.....	218
19	CLOSURE.....	218

MINUTES

MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER, 135 CANNING HIGHWAY EAST FREMANTLE ON TUESDAY 16 JUNE 2026

1 OFFICIAL OPENING

The Presiding Member opened the meeting at 6.00pm

2 ACKNOWLEDGEMENT OF COUNTRY

"On behalf of the Council I would like to acknowledge the Whadjuk Nyoongar people as the traditional custodians of the land on which this meeting is taking place and pay my respects to Elders past, present and emerging."

3 ANNOUNCEMENT TO GALLERY

"Members of the gallery are advised that:

- 1. this meeting will be audio-recorded*
- 2. no Council decision from tonight's meeting will be communicated or implemented until 12 noon on the first clear working day after this meeting, unless Council, by resolution carried at this meeting, requested the CEO to take immediate action to implement the decision."*

4 RECORD OF ATTENDANCE

4.1 ATTENDANCE

The following members were in attendance

Mayor A Natale Presiding Member
Cr S Boyd
Cr C Collinson
Cr J Harrington
Cr L Maywood
Cr M Wilson

The following staff were in attendance:

Mr J Throssell	Chief Executive Officer (CEO)
Mr P Kocian	Executive Manager Corporate Services (EMCS)
Mr F Henderson	Executive Manager Regulatory Services (EMRS)
Ms J Scott	Executive Manager Technical Services (EMTS)

There were two (2) members of the public in attendance.

4.2 APOLOGIES

Cr A White
Cr A Brockmann
Cr R Cutter

4.3 APPROVED

Nil

5 DISCLOSURES OF INTEREST

5.1 FINANCIAL

Nil

5.2 PROXIMITY

Nil

5.3 IMPARTIALITY

Nil

6 PUBLIC QUESTION TIME

6.1 RESPONSES TO PREVIOUS QUESTIONS FROM MEMBERS OF THE PUBLIC TAKEN ON NOTICE

Nil

6.2 PUBLIC QUESTION TIME

Nil

7 PRESENTATIONS/DEPUTATIONS

7.1 PRESENTATIONS

Nil

7.2 DEPUTATIONS

Nil

8 APPLICATIONS FOR LEAVE OF ABSENCE

8.1 CR HARRINGTON

Cr Harrington requested leave of absence for the Council Meeting on 21 July 2026.

Moved Cr Wilson, seconded Cr Maywood

That leave of absence be granted to Cr Harrington for the ordinary meeting of council scheduled for 21 July 2026.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

9 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

9.1 MEETING OF COUNCIL (19 MAY 2026)

OFFICER RECOMMENDATION

Moved Cr Maywood, seconded Cr Boyd

That the minutes of the Ordinary meeting of Council held on Tuesday, 19 May 2026 be confirmed as a true and correct record of proceedings.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

10 ANNOUNCEMENTS BY THE PRESIDING MEMBER

Mayor Natale made the following announcements:

Niergarup Bidi Track

I attended the unveiling of the updated signage of the Niergarup Bidi Track on 15 June. Special thanks to the RAP Committee and officers involved. As part of our history the Town is committed to educating, informing and sustaining the importance of the bidi (track) to our community: *“the place where pelicans meet”*.

Fremantle City Football Club – Sicilian Cup

I attended the game between Fremantle City Football Club and Balcatta ETNA Football Club on 13 June with FCFC celebrating a 4-1 win with members from East Fremantle and Fremantle Councils in attendance. It is hopeful the Cup will be played at Wauhop Park next year.

Leeuwin Barracks Divestment Information Session

I attended this Information Session on 10 June at the Victoria Hall building in Fremantle. An estimated 150 community minded residents and local club members attended with information provided by the Department of Defence, Department of Finance and others. Early engagement is important to the Commonwealth Government with a divestment planned within 2 years.

Meetings with State/Federal Members

During the month the CEO and I met with our local state representatives, Lisa O'Malley MLA and Simone McGurk MLA and Minister for Creative Industries; Heritage; Industrial Relations; Aged Care and Seniors: Women. We also met with our Federal member Josh Wilson MP.

Bush Tucker Gardens Project

I also wrote to the Education Department in support of a grant application for the Bush Tucker Gardens Project at East Fremantle Primary School.

11 UNRESOLVED BUSINESS FROM PREVIOUS MEETINGS

Nil

ADOPTION BY EXCEPTION

Council Resolution 011606

Moved Cr Maywood, seconded Cr Collinson

That the officer recommendations for items:

- **12.1 Strategic Risk Brief – Liquid Fuel Supply Disruption**
- **13.5 Community Grants Program 2026-27**
- **13.6 Annual Electors' Meeting – Verge Guidelines**
- **13.7 Resolutions from Annual Electors' Meeting 120526 – Risk Matters Raised by Electors**
- **13.8 Resolutions from Annual Electors' Meeting 120526 – Tree Retention on Private Land**
- **13.9 Execution of Documents Policy**
- **13.10 Artificial Intelligence (AI) Policy**
- **13.11 Monthly Financial Report 31 May 2026**
- **13.12 Accounts for Payment – May 2026**

be adopted by exception.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

12 REPORTS AND RECOMMENDATIONS OF COMMITTEES

Reports start on the next page

12.1 STRATEGIC RISK BRIEF - LIQUID FUEL SUPPLY DISRUPTION

Report Reference Number	OCR-4281
Prepared by	Peter Kocian Executive Manager Corporate Services
Supervised by	Jonathan Throssell, Chief Executive Officer
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple majority
Documents tabled	Nil

Attachments

1. Liquid Fuel Supply Disruption – Strategic Risk Brief
2. Operational Briefing Note – Road Transport Contractual Chain Order (Fuel Cost Recovery) – WALGA webinar update (1 May 2026)

PURPOSE

To consider the Audit, Risk and Improvement Committee's (ARIC) recommendation regarding the Liquid Fuel Supply Disruption Strategic Risk.

EXECUTIVE SUMMARY

Management has identified liquid fuel supply disruption as an emerging operational and reputational risk for the Town. While fuel supply control rests with the Commonwealth and State, the impacts of any disruption are experienced at the local government level through service interruptions, contractor performance impacts and increased community expectation.

Two risks are proposed for inclusion on the Strategic Risk Register: (1) Liquid Fuel Supply Disruption – Service Interruption (inherent High, residual Moderate) and (2) Liquid Fuel Supply Disruption – Reputational Impact (inherent High, residual Moderate). Existing controls are considered adequate and the residual risk is assessed as within the Town's risk tolerance; no additional risk treatment plan is proposed at this time beyond ongoing monitoring through normal ARIC reporting.

BACKGROUND

Liquid fuel supply disruption has been identified as an emerging risk with potential to affect diesel-dependent operations and contracted services (particularly waste and recycling, parks and open space, and civil works).

In parallel, recent Commonwealth industrial regulation changes have introduced the Fair Work Commission (FWC) Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026 (commencing 21 April 2026), which requires entities in relevant road transport contractual chains to take "reasonable steps" to implement a fuel cost recovery process (including where a fuel component is embedded in contract rates).

In a disruption event the Town may need to implement service prioritisation measures, defer non-essential programs and provide clear communications to the community regarding service changes and the Town's role and limitations.

The Town controls service prioritisation, business continuity arrangements, contractor management, internal allocation of limited resources, local communications and recovery planning. The Town does not control fuel supply,

imports, national stockpiles, fuel allocation decisions, Essential User classifications or retail rationing rules, which sit under Commonwealth and State arrangements.

This matter was considered by ARIC at its special meeting held on 13 May 2026 where the following resolution was carried:

Committee Resolution 021305

OFFICER RECOMMENDATION

Moved Mayor Natale, seconded Cr White

That Council:

1. endorses the inclusion of the following risks on the Town's Strategic Risk Register:
 - Liquid Fuel Supply Disruption – Service Interruption (inherent High; residual Moderate).
 - Liquid Fuel Supply Disruption – Reputational Impact (inherent High; residual Moderate).
2. notes that existing controls are assessed as adequate and the residual risk ratings are within the Town's risk tolerance, with no additional risk treatment plan proposed at this time beyond ongoing monitoring.
3. requests management provide updates to the Audit, Risk and Improvement Committee as required, including any material change in risk profile, service impacts, or proposed additional controls arising from changes in the external fuel supply environment.

(CARRIED UNANIMOUSLY 6:0)

For: Mr Seth, Mr Chauvel, Mayor Natale, Crs Cutter, White, Wilson.

Against: Nil

CONSULTATION

This brief has been prepared for consideration by the Executive Leadership Team and the Audit, Risk and Improvement Committee, having regard to sector guidance (including a WALGA webinar update on 1 May 2026) and specialist legal advice obtained to date. Further consultation will occur as required through the Town's emergency management and business continuity planning processes, and through engagement with key contractors for critical services. Management will continue to document decision-making rationale and maintain audit trails for any fuel-related contractual adjustments, noting that guidance and recommendations are evolving.

STATUTORY ENVIRONMENT

Liquid fuel supply emergency powers sit primarily with the Commonwealth under the *Liquid Fuel Emergency Act 1984 (Cth)*, supported by national and State emergency management arrangements. Any demand-restraint measures, retail rationing settings and priority allocation decisions would be determined outside the Town's control.

At the local level, the Town's response would be guided by its Local Emergency Management Arrangements (LEMA) and applicable business continuity frameworks, including alignment with State-led public information and warnings.

Separately, the FWC Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026 is made under the *Fair Work Act 2009 (Cth)* and is intended to protect vulnerable operators (including owner-drivers and small fleet operators) by supporting fuel cost recovery through the contractual chain. The Order contemplates (at least)

fortnightly adjustments and places an emphasis on parties taking “reasonable steps” to establish a compliant process.

POLICY IMPLICATIONS

No new policy is proposed. If a disruption occurs, existing decision-making frameworks (service prioritisation, business continuity and communications) would be applied to ensure that limited resources are directed to public health, safety and critical services.

FINANCIAL IMPLICATIONS

A fuel supply disruption (and/or fuel price volatility) may increase operating costs through higher direct fuel prices, contractor claims, re-sequencing of works and recovery activity (including clearing backlogs). The FWC Order also creates a potential requirement to implement a fuel cost recovery mechanism for relevant road transport services, increasing administrative effort (e.g., contractor triage, streamlined approval templates, and invoice verification) and potentially creating cost pressures that must be funded in-year.

Recent fuel purchasing data indicates consumption has been broadly stable (average ~2,678 L per month from Jul-25 to Mar-26 compared to ~2,815 L per month across Jul-24 to Jun-25), however the average cost per litre has increased from ~\$1.78/L to ~\$1.87/L over the compared periods. In March 2026, total fuel cost increased to ~\$7,678 (3,065 L), compared to ~\$5,667 in March 2025, reflecting price volatility risk.

The Order’s contemplated fortnightly adjustment cycle is not well aligned with the Town’s annual budgeting and rating processes. If additional costs arise, there may be limited mechanisms to recover those costs from ratepayers within the same financial year, resulting in a timing gap where the Town may need to absorb increased costs until future budget settings are adopted.

STRATEGIC IMPLICATIONS

The proposed risks align to the Town’s strategic objectives relating to reliable service delivery, governance, and maintaining community confidence. Inclusion on the Strategic Risk Register will support consistent oversight and monitoring through ARIC reporting.

RISK IMPLICATIONS

RISKS

The Strategic Risk Brief recommends inclusion of two related risks on the Strategic Risk Register, with inherent ratings of High and residual ratings of Moderate (within tolerance), reflecting the Town’s limited control over fuel supply but ability to mitigate impacts through continuity planning, service prioritisation and communications.

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Liquid Fuel Supply Disruption (Service Interruption; Reputational Impact)	Possible (3)	Major (4)	High (inherent), Moderate (residual)	Service interruption; reputation	Ongoing monitoring through ARIC. Maintain and test business continuity and service prioritisation arrangements; align local communications with State/Commonwealth messaging; incorporate fuel disruption scenarios into continuity and recovery planning.

RISK MATRIX

Consequence Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	Moderate (residual)
Does this item need to be added to the Town's Risk Register	Yes
Is a Risk Treatment Plan Required	No (monitoring only)

SITE INSPECTION

Not applicable

COMMENT

This report brings forward an emerging strategic risk for the Town arising from potential liquid fuel supply disruption and associated price volatility, noting the Town's reliance on fuel for service delivery (including contracted services) and the heightened community sensitivity that can arise during periods of constrained supply.

For completeness, the report also notes recent Commonwealth industrial regulation changes through the FWC Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026. While separate to the fuel supply disruption scenario, the Order may increase the Town's exposure to fuel-related cost pressures and administrative effort (including contract triage and invoice verification) and highlights the importance of clear governance, defensible decision-making and audit trails.

- Endorse inclusion of two related risks on the Strategic Risk Register: (1) Liquid Fuel Supply Disruption – Service Interruption and (2) Liquid Fuel Supply Disruption – Reputational Impact.
- Note that the residual risk ratings are assessed as Moderate (within tolerance) and that no additional risk treatment plan is proposed at this time beyond ongoing monitoring and integration into existing business continuity and communications arrangements.
- Request management provide updates to ARIC where there is a material change in the external environment, service impacts, contractor performance, or where additional controls are proposed.

CONCLUSION

On this basis, it is recommended that Council endorse the Audit, Risk and Improvement Committee's recommended inclusion of the proposed risks on the Strategic Risk Register and note the monitoring approach set out in the attachments.

12.1 OFFICER/COMMITTEE RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER/COMMITTEE RECOMMENDATION:

That Council:

- 1. endorses the inclusion of the following risks on the Town’s Strategic Risk Register:**
 - Liquid Fuel Supply Disruption – Service Interruption (inherent High; residual Moderate)
 - Liquid Fuel Supply Disruption – Reputational Impact (inherent High; residual Moderate)
- 2. notes that existing controls are assessed as adequate and the residual risk ratings are within the Town’s risk tolerance, with no additional risk treatment plan proposed at this time beyond ongoing monitoring.**
- 3. requests management provide updates to the Audit, Risk and Improvement Committee as required, including any material change in risk profile, service impacts, or proposed additional controls arising from changes in the external fuel supply environment.**

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Attachments start on the next page

Liquid Fuel Supply Disruption – Strategic Risk Brief

Town of East Fremantle – Internal Briefing for ELT, Audit, Risk and Improvement Committee and Council

CEO Commentary

Liquid fuel supply disruption has been identified as an emerging operational and reputational risk for the Town, recognising that while fuel supply control rests with the Commonwealth and State, the impacts of any disruption are experienced at the local government level. Management has assessed this risk having regard to Western Australia's emergency management framework and the Town's service delivery profile. Two related risks—service interruption and reputational impact—are proposed to be added to the Strategic Risk Register with inherent risk ratings of High. After consideration of existing controls, including Local Emergency Management Arrangements, business continuity planning and established communications processes, the residual risk ratings are assessed as Moderate and within the Town's risk tolerance. No additional risk treatment plan is proposed at this time, with management recommending ongoing monitoring through normal reporting to the Audit, Risk and Improvement Committee.

Executive Brief – What to Expect / What We Control / What We Don't

What to Expect

In the event of a liquid fuel supply disruption, the Town should expect early fuel availability constraints and market volatility prior to any formal emergency declaration. Demand-restraint measures may be implemented at a national or State level. If disruption persists, contractor performance and diesel-dependent services are likely to be affected first. In a severe or prolonged event, retail rationing and priority allocation to Essential Users may occur, increasing service disruption and community pressure on the Town.

What the Town Controls

The Town controls service prioritisation, business continuity arrangements, contractor management, internal allocation of limited resources, local communications, and recovery planning. Management can defer non-essential works, focus resources on public health and safety services, and provide clear and consistent messaging to elected members and the community.

What the Town Does Not Control

The Town does not control fuel supply, imports, national stockpiles, fuel allocation decisions, Essential User classifications or retail rationing rules. These decisions are made under Commonwealth legislation in consultation with States and Territories.

Likely Actions the Town May Need to Take During a Fuel Shortage

Depending on the severity and duration of a fuel supply disruption, the Town may need to implement practical operational adjustments. These actions would be taken to prioritise public health, safety and critical services, and may include the following:

- Reduce the frequency of mowing, verge maintenance and non-critical parks and open space works.
- Suspend or defer non-essential capital works, routine maintenance programs and discretionary projects.

- Prioritise fuel use for critical services such as waste and recycling collection, emergency response support and public safety activities.
- Modify waste, recycling or verge collection schedules, including route consolidation or reduced service frequency where necessary.
- Rely more heavily on contractor prioritisation and renegotiation of service timeframes where fuel availability limits performance.
- Increase use of remote work and flexible arrangements for staff to reduce travel demand.
- Limit the use of Council vehicles and plant to essential tasks only, with internal approval processes for fuel use if required.
- Provide proactive communications to the community explaining service changes, expected impacts and the Town's role and limitations.
- Coordinate closely with State agencies during response and prepare for increased recovery activity once fuel supply stabilises.

See Appendix 1 for more specific actions.

Strategic Risk Register – Extract

Risk 1: Liquid Fuel Supply Disruption – Service Interruption

Field	Entry
Risk description	A loss of, or interruption to, the supply of liquid fuel (as defined under the <i>Liquid Fuel Emergency Act 1984 (Cth)</i>) may disrupt Council operations and contracted services, resulting in temporary or prolonged interruption to core service delivery and increased recovery burden on the Town.
Risk cause	External fuel supply disruption; implementation of national demand-restraint measures, bulk fuel allocation controls or retail rationing.
Affected objectives	Service delivery; financial sustainability; safety and asset management; compliance.
Inherent likelihood	Possible (3)
Inherent consequence	Major (4) – prolonged interruption of services requiring additional resources; performance affected for up to one month.
Inherent risk rating	High (12)
Existing controls	• Local Emergency Management Arrangements (LEMA) recognising liquid fuel supply disruption as a hazard. • Business continuity and service prioritisation frameworks. • State-led coordination of fuel supply and allocation.
Control effectiveness	Adequate
Residual likelihood	Possible (3)
Residual consequence	Moderate (3) – medium-term temporary interruption; backlog cleared by additional resources within one week.
Residual risk rating	Moderate (9)

Risk treatment / monitoring	Ongoing monitoring. Integrate fuel disruption scenarios into service continuity and recovery planning.
Risk owner	Chief Executive Officer
Oversight	Audit, Risk and Improvement Committee

Risk 2: Liquid Fuel Supply Disruption – Reputational Impact

Field	Entry
Risk description	A liquid fuel supply disruption may negatively affect community confidence in the Town if reduced services, delays or altered operations are perceived as poor planning or inadequate response, despite fuel supply control resting outside local government authority.
Risk cause	Community exposure to service disruption; misunderstanding of Council's role versus State and Commonwealth responsibility for fuel supply control.
Affected objectives	Reputation; community confidence; governance and compliance.
Inherent likelihood	Possible (3)
Inherent consequence	Major (4) – substantiated public embarrassment; high impact with moderate to high media profile.
Inherent risk rating	High (12)
Existing controls	- Established community and stakeholder communication channels. - Alignment with State and Commonwealth emergency messaging. - Clear role delineation under WA emergency management arrangements.
Control effectiveness	Adequate
Residual likelihood	Unlikely (2)

Residual consequence	Moderate (3) – substantiated, low-to-moderate impact reputational issue with limited media profile.
Residual risk rating	Moderate (6)
Risk treatment / monitoring	Ongoing monitoring. Pre-approved messaging and elected member briefings during disruption events.
Risk owner	Chief Executive Officer
Oversight	Audit, Risk and Improvement Committee

Appendix A

Likely Operational Actions by Town Service Unit

(Indicative, proportionate and subject to circumstances)

1. Parks & Open Space

In a fuel-constrained environment, Parks operations are likely to be **scaled back to prioritise safety and amenity risks** rather than presentation standards.

Possible actions

- Reduce mowing frequency across parks, reserves, verges and passive open space.
- Prioritise mowing only where required for:
 - public safety (sightlines, trip hazards), or
 - fire risk management (where applicable).
- Suspend or defer non-essential landscaping works, turf renovations and beautification programs.
- Limit use of plant and equipment to essential activities only, with internal approval controls if required.
- Accept short-term deterioration in visual amenity as a trade-off for fuel conservation.

Implications

- Increased community complaints about grass height and presentation.
 - Need for clear communications explaining prioritisation decisions.
-

2. Waste & Recycling

Waste services are typically **high fuel-dependent** and **public-health critical**, making them a priority but still vulnerable to disruption.

Possible actions

- Prioritise household waste and recycling collection over non-essential verge or bulk waste services.
- Modify collection schedules, including:
 - route consolidation,
 - reduced frequency for non-critical services, or

- temporary suspension of discretionary collections.
- Work with contractors to renegotiate service sequencing and timeframes where fuel availability limits capacity.
- Defer non-urgent waste-related projects or service expansions.

Implications

- High community sensitivity; proactive messaging essential.
 - Increased operational risk if contractor fuel allocations are constrained.
-

3. Infrastructure, Works & Assets

Infrastructure services are likely to be **significantly curtailed** to preserve fuel for critical operations.

Possible actions

- Defer non-essential road, drainage, footpath and streetscape works.
- Focus available resources on:
 - safety-critical repairs,
 - statutory compliance works, and
 - emergency response support.
- Suspend routine inspections or maintenance cycles where risk-based deferral is acceptable.
- Extend project delivery timeframes and vary contractor arrangements due to fuel constraints.

Implications

- Backlog growth and future recovery costs.
 - Potential reputational impact if service standards visibly decline.
-

4. Community Facilities & Operations

Community facilities may experience **indirect disruption** through staff availability, reduced travel and operating cost pressures.

Possible actions

- Reduce operating hours or consolidate services across facilities where demand drops due to travel constraints.
- Defer non-essential events, programs or discretionary community activities.
- Increase reliance on remote or flexible work arrangements for staff to reduce commuting demand.
- Prioritise facilities that support community wellbeing or emergency response functions.

Implications

- Community access expectations will need careful management.
 - Risk of perception that Council services are “closing”, even where reductions are temporary.
-

Cross-cutting actions (all service units)

Regardless of service area, the Town may also need to:

- Introduce internal fuel-use approval or monitoring arrangements.
- Reprioritise contractor work programs across the organisation.
- Implement consistent, plain-English communications explaining:
 - what has changed,
 - why changes are necessary, and
 - what the Town can and cannot control.
- Prepare for a **recovery phase** once fuel supply stabilises, including clearing service backlogs and managing community expectations.

Appendix B

Staff-Focused Response Options During a Fuel Shortage

The following options outline potential measures the Town may consider to support staff, maintain productivity and reduce travel demand during a fuel-constrained period. These options are indicative only and subject to existing policy frameworks, WHS requirements and industrial considerations.

Expanded Working from Home Arrangements

- Temporarily broaden access to working from home for roles where duties can be effectively performed remotely.
- Prioritise working from home for staff with long commutes or high reliance on private vehicles.
- Ensure home-based work remains compliant with WHS requirements and approved by managers.

Flexible Working Arrangements

- Encourage flexible start and finish times to reduce peak-hour travel and congestion.
- Support compressed hours or adjusted work patterns where operationally feasible.

Support for Staff Required to Travel

- Prioritise access to Town fleet vehicles for staff undertaking essential work-related travel.
- Provide administrative flexibility in approving private vehicle use where Town vehicles are unavailable.
- Consider an additional allowance or subsidy beyond existing policy.

Encouraging Public Transport Use

- Provide SmartRider cards or temporary top-ups to staff where public transport is a viable alternative.
- Promote public transport use for non-site-based roles during periods of fuel constraint.

Staggered Start and Finish Times

- Introduce or expand staggered start and finish times to spread travel demand.
- Align work hours with public transport timetables where possible.

WHS and Wellbeing Considerations

- Ensure all changes to work patterns comply with the Town's WHS Management System.
- Monitor fatigue, working alone risks and psychological wellbeing during prolonged disruption.

Operational Briefing Note: Road Transport Contractual Chain Order – Fuel Cost Recovery following WALGA webinar update (1 May 2026)

1. INTRODUCTION

This Operational Briefing Note updates advice on the Fair Work Commission (FWC) Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026 (the Order) following a WALGA webinar on 1 May 2026. This provided both advice on how to comply as well as some background on the order. For clarity, compliance is framed around the Town's position in the contractual chain and the rate it pays, including whether the Town has taken "reasonable steps" to establish a recovery process by 5 May 2026.

The Road Transport Contractual Chain Order framework is a Commonwealth Fair Work Act mechanism intended to protecting vulnerable operators such as owner-drivers and small fleet operators in road transport contractual chains. Ordinarily, the process includes lengthy consultation and notice periods to allow industry to assess and prepare.

In April 2026, legislative amendments created an emergency pathway enabling the FWC to make a time-sensitive order on an expedited basis. The Road Transport Contractual Chain Order - Fuel Cost Recovery was made on 20 April 2026 and commenced on 21 April 2026. **Due to the rapid implementation required advice and recommendations are evolving and may change as further guidance becomes available.**

The information below reflects not only the advice obtained from Kingston Reid (specialist workplace law firm) and presented in the WALGA webinar, but also arising modifications to previous advice following this advice as well as further investigation and consideration.

It sets out updated considerations, practical steps for the Town, and minor refinements to the proposed resolution process. Where it differs from the original discussion paper, this addendum should be considered as the current position.

2. ACTIONS TO SUPPORT RESOLUTION (TOWN IMPLEMENTATION)

The webinar proposed the following practical actions for local governments to support timely implementation. They broadly align with Option 2, with recommended refinements to that approach noted later.

1. **Audit contractors** – Map where road transport services are directly procured or embedded in supply (trriage to three groups defined later in this addendum).
2. **Confirm CEO/officer delegations** - identify which variations the CEO can approve, and those that require Council Approval.
3. **Establish streamlined approval templates for fuel variation adjustments** – Reduce governance workload for recurring fortnightly approvals
4. **Brief Council early and seek pre-endorsement of frameworks where possible** – Develop approval frameworks that maximise delegation of authority to speed decision making. (The discussion paper, this addendum and ongoing Council updates including reports where Council approval is required)
5. **Identify Clause 4.6 reliance opportunities.** Identify opportunities to rely on Clause 4.6 of the Order that provides guidance on a suggested pathway that would satisfy the Order. The provision of a specific rise and fall formula, as contemplated by the Town, is included

within Clause 4.6. However, the Town may also consider other compliant options where appropriate.

6. **Engage contractors early and proactively** – Calculate exposure before engagement with contractors as there will be disagreement as to how much rates should increase.
7. **Document decision-making rationale carefully** - contemporaneous records will be critical if compliance is ever challenged (including assumptions, calculations and approvals).
8. **Maintain clear audit trails** - document the adjustment, the methodology and the rationale for any price adjustments or variations implemented under the Order.

3. GOVERNANCE AND DELEGATIONS

For transparency, it is proposed to seek Council approval to issue notices (and the proposed temporary variation clause) to contractors in scope of the Order, including where delegation limits are not exceeded. Variations above delegation will be escalated for Council approval.

While the Order is wide-reaching, compliance turns on the concept of a “rate”, which may not be explicit in some contracts—particularly where pricing is bundled or schedule-based. The light-touch approach will therefore need clear templates and a defensible record of the reasonable steps taken.

The Town will require specific legal advice to ensure any mechanism is expressly time-limited and aligned to the intent and duration of the Order, and does not create an unintended permanent change to pricing or other terms. Any arrangement should operate only while the Order is in force, and include clear cessation provisions.

For tendered contracts, variations may only be made where the relevant statutory exceptions are met; the Order does not, of itself, create a tender exemption. Any variation outside the CEO’s delegation will require Council approval, supported by a Council report. Officers will confirm what can be approved under delegation and progress other matters to Council.

Officers will remain alert to the Order’s dispute resolution and enforcement framework and maintain a defensible compliance pathway aligned to the Order’s intent. This includes avoiding actions that could “put providers out of business”, and implementing practical mechanisms that can be withdrawn when the Order ceases.

As compliance focuses on having a process in place (rather than payment by a particular date), officers have time to confirm the details of the Town’s approach, supported by legal advice, and then return to Council for any required approvals.

The Order contemplates adjustments at least fortnightly. Any Council endorsement should therefore approve the methodology and governance framework (including parameters, reporting and audit requirements), so routine fortnightly adjustments can be implemented administratively within delegation and do not require fortnightly Council meetings.

4. ADMINISTRATION IMPACT

Capacity will be a key constraint for the Town, particularly if fortnightly reviews are required, and will affect supporting documentation and audit trail requirements.

Under a light-touch compliance model, the Town would adopt a clear, time-limited adjustment mechanism. Contractors (where applicable) would apply the fortnightly fuel adjustment when

invoicing. The Town would perform proportionate invoice checks against the agreed reference fuel price and calculation, and retain records as the audit trail.

This still requires the Town to monitor fuel price movements. Contractors may not proactively reduce rates when fuel prices fall, so invoice checks should confirm both upward and downward adjustments are applied in accordance with the mechanism.

Option 2 (low-touch compliance notification) remains a proportionate response at this time and is consistent with the webinar's recommended actions. Officers propose to seek legal advice to finalise the standard temporary clause principles, and to seek guidance from WALGA on whether sector-wide drafting support can be procured to reduce the need for each local government to obtain separate advice.

5. RECOMMENDED AMENDMENT

Further consideration has led to the conclusion that the majority of existing rise and fall mechanisms are not likely to be suitable to meet compliance with the order, as few are exclusively focussed on fuel costs but broader CPI adjustments – therefore the following amendment has been made to option 2

Option 2 – Low-touch compliance notification

Issuing a formal notice to existing contractors that:

- notes the FWC Order;
- provides a proposed compliant rise-and-fall mechanism (temporary clause); and
- where an existing rise-and-fall clause applies, set out how double counting of the fuel component will be avoided.

Where a rise-and-fall clause is already in place, it may need to be adjusted so the fuel component is not escalated twice. This could be as simple as specifying that for the duration of the variation the existing rise-and-fall calculation will apply to the non-fuel component only.

6. CONTRACT TRIAGE (THREE GROUPS)

To support implementation, officers were advised to categorise relevant contracts into three groups to enable triage, prioritisation, and an appropriate compliance mechanism. Legal advice will confirm the categorisation approach and the contractual treatment for each group.

The three groups are:

1. **Direct engagement of road transport operators** – contracts directly for road transport services (expected to be in scope of the Order). e.g. waste, road sweeping, tree watering.
2. **Bundled delivery** – contracts for supply/services where delivery is a component (may be in scope, depending on the chain and transport arrangement). e.g. construction or installation contracts with significant supply components.
3. **Incidental delivery** – contracts where delivery is incidental to an overall service (not expected to be in scope of the Order). e.g. services contracts, maintenance contracts with minimal supply components.

For any contract assessed as in scope (or potentially in scope), officers will need to confirm how fuel contributes to the applicable rate(s), including assumptions in schedules of rates, and how additional fuel costs will be calculated and compensated in accordance with the Order and the contract terms.

Further consideration suggests existing rise-and-fall or indexation clauses are unlikely to meet the Order's requirements, and may not appropriately limit variations to fuel only.

Accordingly, rather than increasing the frequency of existing rise-and-fall/indexation clauses, it is proposed to issue a proposed compliant fuel-only mechanism to all relevant contracts (including where a rise-and-fall clause already exists), to achieve consistency and reduce dispute risk.

A consistent, temporary fuel adjustment clause is expected to be required as the default mechanism for relevant contractors (subject to legal advice).

When liaising with contractors, the Town should also request evidence that any additional fuel costs are being passed through the contractual chain, as required.

7. DISPUTE RESOLUTION AND CIVIL REMEDY CONTEXT

The Order includes a dispute clause (Clause 6). In practice, the initial remedy is expected to be dispute resolution rather than prosecution, and any contravention is treated as a civil remedy matter. The Town's compliance focus is therefore on taking reasonable steps and having a workable process to establish a rate variation / cost recovery mechanism, consistent with the Order's intent of avoiding providers—particularly smaller owner-operators—being put out of business.

8. BUDGET AND RATING IMPLICATIONS

Updated guidance highlights the need to recognise ratepayer and budget impacts early. Rates are set annually and changes would ordinarily require public consultation, with limited mechanisms to recover additional costs within the same financial year. In practice, cost increases could generally only be passed on in the following financial year. The Order's fortnightly adjustment cycle is therefore misaligned with annual budgeting and rating, creating a gap where the Town may need to fund increases immediately but may not recover them from ratepayers for up to 12 months.

13 REPORTS OF OFFICERS

Reports start on the next page

13.1 STRATEGIC RESOURCE PLAN AND REVENUE STRATEGY

Report Reference Number	OCR-4288
Prepared by	Peter Kocian, Executive Manager Corporate Services
Supervised by	Jonathan Throssell, Chief Executive Officer
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple
Documents tabled	Nil
Attachments	

1. Strategic Resource Plan 2026/27 – 2035/36
2. Revenue Strategy 2026/27 – 2035/36

PURPOSE

Council is requested to adopt the updated Strategic Resource Plan (the terms Strategic Resource Plan and Long-Term Financial Plan have the same meaning and are used interchangeably) and Revenue Strategy for the period 2026/27 – 2035/36 as presented.

EXECUTIVE SUMMARY

Long-term financial and asset management planning is a key element of the Integrated Planning and Reporting Framework and provides the planning tools that enables local governments to determine their capacity to sustainably deliver the assets and services required by the community. In the Town's current planning framework, the Council Plan provides the integrated strategic direction and delivery context, while the updated Strategic Resource Plan (SRP/LTFP) and Revenue Strategy provide the long-term financial management and revenue framework required to support delivery of Council's priorities over a 10-year horizon.

The updated SRP/LTFP and Revenue Strategy have been prepared having regard to the Town's current budget parameters, prevailing economic conditions and the Department's long-term financial planning guidelines, and should be read alongside the Council Plan as the resourcing framework for its implementation.

The modelling assumes a 5.87% increase in total general rate yield in 2026/27, 5.87% in 2027/28 and 3.5% per annum thereafter, together with Year 1 indexation assumptions of 4.0% for materials and contracts and 3.5% for employee costs. The plans indicate that the Town's financial position strengthens over time, with Net Funding from Operations improving from approximately \$1.09 million in 2026/27 to approximately \$3.51 million by 2035/36, cash-backed reserves rebuilding from approximately \$0.57 million to approximately \$6.06 million, and the asset sustainability ratio improving over the life of the plan.

The Revenue Strategy also includes a rating improvement plan that commits the Town to ongoing review of minimum rates, category integrity, mixed-use properties and emerging land uses such as short-term rental accommodation (STRA). In this regard, the Strategy notes that the current statutory differential rating framework does not support separately rating un-hosted STRA properties as commercial in 2026/27 but recommends that this issue be formally considered as part of a structured review of the rating framework for potential implementation from 2027/28, subject to Council direction and statutory processes.

BACKGROUND

The Town has adopted an Integrated Planning and Reporting framework that links its long-term strategic direction, service delivery planning and financial capacity. In this context, the Council Plan has been prepared as an integrated planning document that combines elements traditionally addressed through the Strategic Community Plan and

Corporate Business Plan, while the Strategic Resource Plan / Long-Term Financial Plan (SRP/LTFP), Revenue Strategy and annual budget provide the financial and resourcing framework required to support delivery of Council's priorities over time. The SRP/LTFP is a 10-year rolling plan that aligns the Town's long-term financial capacity, expected operating performance, planned capital investment, reserve movements and debt profile with the strategic direction established in the Council Plan.

The Department's long-term financial planning guidelines provide that, as a minimum, a Long-Term Financial Plan should include 10-year forecast financial statements comprising an income statement, statement of cash flows, rate setting statement, statement of financial position and equity statement, supported by details of assumptions, projected income and expenditure, methods of measuring performance, scenario modelling and sensitivity analysis, major capital works schedules and risk assessments. The updated SRP/LTFP has been structured to meet these requirements and to support annual review through the budget process.

The Revenue Strategy underpins the SRP/LTFP by setting out the Town's approach to rates, fees and charges, minimum payments and differential rating, together with the revenue assumptions used in long-term modelling. It provides the revenue framework for the Town's primary own-source funding streams and is intended to be read in conjunction with the SRP/LTFP and annual budget parameters adopted by Council.

CONSULTATION

Several Integrated Planning and Reporting workshops and Council briefings have informed the updated plans. Relevant consultation activities include IPRF Workshop 1 on 4 March 2026 regarding the financial planning framework and long-term financial capacity, the Council Presentation on 8 April 2026 on the capital works program and forward work plan, review of the draft Council Plan on 28 April 2026, and Council consideration of the 2026/27 budget parameters and rates modelling in May 2026. These workshops and reports have informed the assumptions adopted in the updated SRP/LTFP and Revenue Strategy.

STATUTORY ENVIRONMENT

The Strategic Resource Plan forms part of the suite of documents developed to meet the requirements of section 5.56 of the *Local Government Act 1995*, which requires a local government to plan for the future of the district and ensure that plans made are in accordance with applicable regulations. The annual budget is then prepared as year 1 of that longer-term planning framework.

POLICY IMPLICATIONS

The attached Revenue Strategy is effectively a strategic policy decision of Council. It establishes the Town's framework for differential rates, minimum payments, fees and charges, and the long-term pricing pathway that underpins the SRP/LTFP and annual budget process. It also includes a rating improvement plan that identifies future policy and administrative review work, including separate disclosure of waste charges, review of category integrity and mixed-use properties, and consideration of whether un-hosted short-term rental accommodation (STRA) should be addressed through a separate differential rating approach from 2027/28, subject to further analysis, Council direction and statutory requirements.

FINANCIAL IMPLICATIONS

Council has a legislative obligation to comply with the principles of sound financial management, of which a key component is the preparation and annual review of a robust Long-Term Financial Plan. The updated SRP/LTFP provides the overarching financial management framework for the Town by integrating the draft 2026/27 budget position, long-term revenue settings, operating and capital expenditure forecasts, reserve planning, debt commitments and asset renewal funding into a single 10-year model. In practical terms, the Plan translates year 1 budget assumptions into a longer-term funding pathway so Council can assess whether current decisions are sufficient to maintain services, fund renewals and preserve financial resilience over time.

For 2026/27, the updated SRP/LTFP reflects a draft operating revenue position of approximately \$20.06 million and operating expenditure of approximately \$21.33 million, with rates revenue forecast at approximately \$10.63 million and fees and charges at approximately \$1.97 million. Consistent with the current draft budget parameters and rates modelling, the Town's net funding requirement from general rates is approximately \$10.62 million, which is supported by an overall rate yield assumption of 5.87% in 2026/27. The Revenue Strategy carries this pricing pathway into the long-term model through a planning assumption of 5.87% in 2027/28 and 3.5% per annum thereafter, subject to annual budget review, economic conditions and Council priorities. These settings are intended to ensure that year 1 budget capacity is not assessed in isolation but in the context of the Town's broader operating, reserve and asset renewal obligations.

The plans include key assumptions and risk disclosures across revenue, expenditure, liabilities and equity, many of which are directly informed by the current budget process. Year 1 assumptions include materials and contracts indexation of 4.0%, employee cost indexation of 3.5%, a conservative interim rates assumption of \$20,000 per annum and no additional new borrowings over the life of the Plan beyond existing debt associated with the East Fremantle Oval Redevelopment Project.

Net Funding from Operations is forecast at approximately \$1.09 million in 2026/27, indicating a constrained but positive level of operating cash capacity available to support capital expenditure, reserve transfers and debt servicing. Cash-backed reserves are forecast to fall to a low point of approximately \$568,000 in 2026/27 before rebuilding over the forward period, while long-term borrowings remain at approximately \$4.25 million in year 1 and reduce progressively thereafter.

These settings highlight that the Town remains highly sensitive to annual budget decisions, especially where rate yield, cost escalation or East Fremantle Community Park operating performance vary from forecast and reinforce the importance of maintaining a prudent budget position that protects reserve rebuilding and asset renewal capacity.

The Revenue Strategy also notes that any separate differential rating treatment for un-hosted STRA properties is not proposed for 2026/27 because the immediate financial impact is negligible and the issue requires further review of land use, valuation treatment, comparative practice and administrative implications before any future implementation is considered.

STRATEGIC IMPLICATIONS

Town of East Fremantle Strategic Community Plan 2020-2030

Strategic Priority 5: Leadership and Governance

5.1 Strengthen organisational accountability and transparency.

5.3 Strive for excellence in leadership and governance.

5.3.1 Deliver community outcomes through sustainable finance and human resource management.

RISK IMPLICATIONS

RISKS

Risk Description	Likelihood	Consequence	Rating	Risk Theme	Proposed Control / Treatment
Annual pricing and funding decisions are set below the level required to maintain financial sustainability, protect Net Funding from Operations, rebuild reserves and support asset renewal.	Likely (4)	Extreme (5)	Extreme (17-25)	Financial Impact	Accept the officer recommendation and continue annual review of the SRP/LTFP, Revenue Strategy and budget settings to ensure assumptions and funding pathways remain current.
Cash-backed reserves remain at very low levels in the early years of the Plan, reducing the Town's ability to absorb capital timing	Likely (4)	Major (4)	High (16)	Liquidity / Financial Capacity	Maintain prudent budget settings, prioritise reserve rebuilding and review reserve-funded commitments through

variances, fund unexpected costs or proceed with reserve-funded works without reprioritisation.					budget reviews and annual long-term financial plan updates.
Key budget assumptions, including inflation, employee costs, and materials and contracts escalation, vary materially from forecast and place unplanned pressure on operating results.	Likely (4)	Major (4)	High (16)	Budget / Cost Escalation	Monitor actual cost movements through budget review processes and adjust future pricing, expenditure or reserve transfer assumptions where necessary.
East Fremantle Community Park operating performance is below forecast, resulting in higher subsidy requirements and reduced capacity to maintain the long-term funding pathway assumed in the Plan.	Possible (3)	Major (4)	High (12)	Commercial Activity / Financial Impact	Review East Fremantle Community Park operating results through the annual budget process and update long-term assumptions as improved information becomes available.
Operating capacity is insufficient to progressively lift renewal funding, resulting in a growing renewal backlog, asset condition decline and higher future whole-of-life costs.	Likely (4)	Major (4)	High (16)	Asset Management / Service Continuity	Maintain focus on Net Funding from Operations, planned reserve transfers and prioritised renewal programming through annual budget and long-term financial planning processes.

The risks identified above reflect the Town's principal long-term financial exposures arising from annual pricing decisions, constrained reserve capacity, cost escalation, commercial operating assumptions and asset renewal funding pressures. These risks will continue to be monitored and reassessed through annual review of the SRP/LTFP, the Revenue Strategy and the annual budget process.

RISK MATRIX

Consequence Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	16+
Does this item need to be added to the Town's Risk Register	Yes
Is a Risk Treatment Plan Required	No

SITE INSPECTION

Not Applicable.

COMMENT

Financial management framework

The updated SRP/LTFP and Revenue Strategy should be considered together as the Town's principal long-term financial management framework. The SRP/LTFP translates Council's strategic priorities and service assumptions into 10-year forecasts of operating results, cash flows, reserve balances, debt servicing and capital funding capacity.

The Revenue Strategy complements this by setting the Town's policy approach to rates, fees and charges, own-source revenue, minimum payments and differential rating. Together, these documents provide the basis for annual budget preparation and support transparent decision-making regarding affordability, service sustainability and asset renewal.

Revenue framework and own-source funding

The Town remains highly reliant on its own-source revenue, with rates representing approximately 74% of annual operating revenue in 2026/27 (excluding EFCP financial consolidation) and the combined own-source revenue coverage ratio (rates and fees and charges) estimated at approximately 88%. This level of self-funding provides flexibility and reduces dependence on grants; however, it also means that annual pricing decisions materially influence the Town's financial trajectory. The Revenue Strategy therefore focuses on maintaining a stable and transparent rates pathway, applying cost recovery and user-pays principles to fees and charges where appropriate, progressively investigating opportunities to diversify revenue sources over time, and improving transparency and equity within the rating framework through its rating improvement plan.

Key assumptions and current budget context

The updated plans have regard to the Town's 2026/27 budget parameters and prevailing cost environment. The modelling reflects continuing pressure on wages, contracts, utilities, insurance and other operating inputs, with Year 1 indexation assumptions of 4.0% for materials and contracts and 3.5% for employee costs.

The rates pricing pathway of 5.87% in 2026/27 and 2027/28, followed by 3.5% per annum, thereafter, is intended to protect operating capacity in the near term while progressively improving long-term resilience.

The plans also adopt a conservative interim rates assumption of \$20,000 per annum and continue to recognise the sensitivity of the Town's position to East Fremantle Community Park operating outcomes.

Net Funding from Operations

Net Funding from Operations is a key sustainability indicator because it measures the operating cash capacity available each year to fund capital expenditure, reserve transfers and financing obligations such as loan principal repayments.

The updated SRP/LTFP forecasts that Net Funding from Operations improves from approximately \$1.094 million in 2026/27 to approximately \$3.509 million by 2035/36. This strengthening position is important because it provides the Town with increasing capacity to fund asset renewal and reserve transfers from internal cash rather than relying on deferrals or one-off funding sources.

Cash-backed reserves and liquidity

Cash-backed reserves are forecast to remain constrained in the early years of the plan, reaching a low point of approximately \$568,000 in 2026/27 before progressively rebuilding to approximately \$6.056 million by 2035/36.

This short-term position represents a material liquidity risk because it limits the Town's ability to absorb timing variances in capital delivery or unexpected cost shocks. The updated plans therefore place strong emphasis on

maintaining sufficient operating capacity to support planned reserve transfers and rebuild financial resilience over time.

Asset sustainability and capital funding

The updated SRP/LTFP reinforces the link between operating capacity and the Town's ability to maintain and renew its asset base. The asset sustainability ratio (adjusted to include transfer amounts to the Strategic Asset Management Reserve) is forecast to improve over the planning horizon toward approximately 93%, reflecting stronger internal cash capacity and planned transfers to strategic reserves to support future renewal requirements. While this represents an improving trend, it also indicates that renewal funding remains constrained relative to ideal long-term levels and will require continued discipline in operating and capital planning.

Financial health indicators

The SRP/LTFP also applies the Local Government Financial Indicator framework to monitor liquidity, solvency and debt capacity. The most relevant indicators are the Current Ratio, Operating Surplus Ratio, Net Financial Liabilities Ratio and Debt Service Coverage Ratio, together with the Asset Sustainability Ratio reported separately. Based on the updated forecast position, the Town's overall LGFI score is forecast to improve from 76 in FY2026 to 83 by FY2030, indicating a strengthening financial position across the key benchmark measures.

Recommendation rationale

The updated SRP/LTFP and Revenue Strategy provide Council with an evidence-based and guideline-compliant framework for long-term financial decision-making. They incorporate the Town's current assumptions, risk disclosures, long-term funding strategy and a structured rating improvement plan to support ongoing review of the rating framework as circumstances evolve.

Adoption of the updated plans is therefore recommended so that Council's long-term financial framework remains current, integrated and aligned with the Town's strategic priorities and annual budget development, while also noting future consideration of differential rating options for STRA properties through a subsequent review process.

CONCLUSION

Council is requested to adopt the updated Strategic Resource Plan and Revenue Strategy as presented. Read together with the Council Plan, these documents provide the Town's integrated long-term planning and financial management framework, including the assumptions, financial health indicators, revenue settings and rating improvement actions required to support implementation of Council's priorities, sustainable service delivery, asset renewal, reserve rebuilding and annual budget preparation over the period 2026/27 – 2035/36.

13.1 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution 021606

OFFICER RECOMMENDATION:

Moved Cr Maywood, seconded Cr Wilson

That Council:

- 1. adopts the Strategic Resource Plan 2026/27 – 2035/36, including the underlying assumptions and financial indicators contained therein, noting that the 2026/27 Annual Budget will be prepared and presented to Council as year 1 of the Plan;**
- 2. adopts the Revenue Strategy 2026/27 – 2035/36 as presented;**
- 3. notes the rating improvement plan contained in the Revenue Strategy, including future review of minimum rates, category integrity, mixed-use properties and waste charge disclosure; and**
- 4. notes that consideration of any separate differential rating treatment for un-hosted short-term rental accommodation properties will form part of a structured review of the rating framework for potential implementation from 2027/28, subject to Council direction and statutory requirements.**

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Attachments start on the next page

OWN OF EAST FREMANTLE

Strategic Resource Plan

Long Term Financial Planning
Overview
2026–27 to 2035–36

ASSUMPTIONS

 **4%**
Inflation Rate

 **Stable**
Population

 **Stable**
Levels of Service

 **Stable**
Operations

 **Balanced**
Annual Budget

 **5.87%**
Rates

 **3.5%**
Employee Costs
(Wage Price Index)

STATISTICS

 **9**
Elected
Members

 **51.5 FTE**
Employees

 **6,200**
Electors

 **3,305**
Dwellings

 **17.3km**
Distance from
Perth

 **3.2km²**
Area

 **8222**
Population

FINANCIAL INFORMATION

\$10.63m
Rates Revenue

\$1.97m
Fees and Charges

\$20.06m
Operating Revenue

\$21.33m
Operating Expenditure

\$1.09m
Net Funding from
Operations

\$568k
Cash Backed Reserves

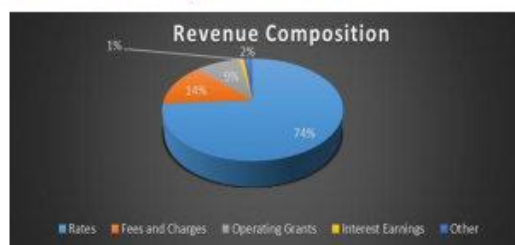
\$4.25m
Long Term Borrowings

2.0 Long Term Financial Planning Overview

2.1 Forecast Revenue

Rates revenue is projected to increase from \$10.631 million in 2026–27 to \$14.813 million in 2035–36, remaining the Town's principal source of own-source operating revenue across the planning period. Fees and charges are also forecast to increase from \$1.970 million to \$2.778 million over the same period. Collectively, these revenue categories provide the primary recurrent funding base to support operating activities, asset renewal funding and the gradual strengthening of the Town's financial position over the long term.

2.2 Revenue Composition Year 1 to 10



Rates are the Town's primary own-source revenue stream and account for approximately 74% of annual operating revenue in 2026/27 (excluding income from East Fremantle Community Park). When combined with fees and charges, the Town's own-source revenue coverage ratio increases to 88%, demonstrating a strong reliance on locally generated income to fund core services, manage operating cost pressures and support planned transfers to renewals and reserves. This level of own-source coverage improves financial flexibility by reducing dependence on grants and other less certain or one-off revenue sources.

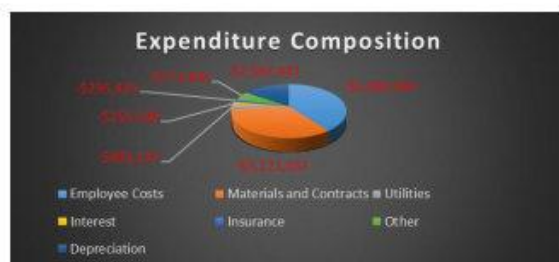
2.3 Forecast Expenditure

Operating expenditure is forecast to increase across the plan in response to ongoing inflationary and service delivery pressures, including employee costs, contractor rates, utilities, insurance and core operating contracts, reflecting the Town's relatively fixed cost base and the importance of maintaining sufficient revenue growth to sustain service levels and financial capacity.

Employee costs are forecast at \$6.090m in 2026-27 and increase to \$7.956m by 2035-36. These costs remain a significant component of operating expenditure, reflecting the Town's role as a service-

based organisation where staffing levels and service standards are closely linked. Continued labour market tightness and elevated wage growth in Western Australia reinforce the need for prudent budget settings to absorb employee and contractor cost escalation over the planning period.

2.4 Expenditure Composition Year 1 to 10



2.5 Forecast Net Funding from Operations

Net Funding from Operations (NFO) is a key sustainability indicator because it represents the operating cash capacity available each year to support capital expenditure, transfers to reserves and financing commitments such as loan principal repayments. The forecast shows a steady strengthening in NFO over the 10-year period, increasing from \$1.094m in 2026-27 to \$3.509m in 2035-36. This improves the Town's capacity to fund capital renewal, rebuild reserves and reduce reliance on deferred works or one-off funding sources.



2.6 Forecast Depreciation Expense

Depreciation expense is forecast to increase from \$2.367m in 2026-27 to \$3.089m in 2035-36 as assets are renewed, revalued and expanded across the Town's asset base. Over the 10-year period, total depreciation is approximately \$27.14m. While depreciation is a non-cash accounting expense, it remains an important indicator of the annual consumption of the Town's infrastructure, buildings and other long-lived assets, and therefore provides a key benchmark for long-term renewal planning.

Ideally, asset renewal and replacement expenditure should broadly align with depreciation over the long term so that the service potential of the Town's assets is maintained as they age. Where renewal investment remains below depreciation for extended periods, it can indicate that asset consumption is outpacing renewal funding, increasing the likelihood of backlog growth, condition decline and higher future costs. This reinforces the importance of improving net funding from operations and reserve capacity over time so that future renewal funding can more closely match the level of asset consumption reflected in depreciation.

2.7 Forecast Asset Funding Levels

Asset renewal expenditure is forecast to remain below depreciation in the early years of the plan, although ongoing improvements in asset management data and depreciation modelling, together with future renewal of long-lived assets, may result in closer alignment over time. This relationship remains an important measure of whether the Town is renewing assets broadly in line with the rate at which they are being consumed.

In the short term, funding capacity remains constrained, reinforcing the need to prioritise renewal works within the available capital envelope while progressively strengthening the Town's overall financial position. This shortfall reflects the Town's current operating funding and reserve limitations rather than a reduction in the underlying renewal need.

To support future renewal requirements, the Town has established a Strategic Asset Management Reserve and continues to make planned transfers to this reserve over the life of the plan. Reserve balances are forecast to remain constrained in the short term before rebuilding across the outer years as net funding from operations improves. Based on the updated reserve forecasts, the Strategic Asset Management Reserve is projected to reach \$3.634m by 2035-36, while total cash-backed reserves are forecast to increase to \$6.056m by the end of the plan.

Consistent with this funding profile, the forecast Asset Sustainability Ratio is expected to remain below the 90 per cent guide in the early years, reflecting renewal expenditure that is below annual depreciation. The ratio is forecast to improve progressively over the 10-year plan as net funding from operations strengthens and reserve balances rebuild, supporting higher levels of renewal expenditure over time. While this indicates a gradual movement toward more sustainable asset

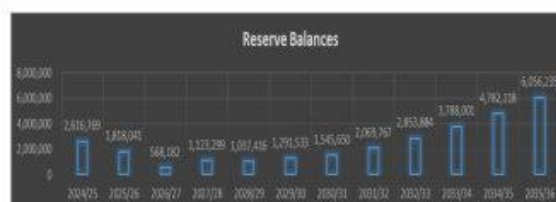
funding outcomes, continued prioritisation of renewal works and improvement in long-term funding capacity will remain important to reduce the risk of renewal backlog and asset condition decline.

2.8 Maintenance Expense

Maintenance expenditure is forecast to continue broadly at current service levels, with annual inflationary increases applied across the plan. Ongoing maintenance is critical to preserving the condition, safety and functionality of the Town's asset base and reducing the risk of more significant renewal or replacement costs arising from avoidable deterioration. In practice, maintaining adequate recurrent maintenance funding supports service continuity and helps protect the value of past capital investment, particularly during periods when renewal funding capacity remains constrained.

2.9 Forecast Borrowings and Cash Reserves

In general, the Town's financial position is forecast to strengthen over the long term. Cash-backed reserves are projected to remain relatively low in the early years of the plan before increasing to \$6.056m in 2035-36, reflecting planned transfers to strategic reserves to meet future capital renewal and redevelopment obligations. This short-term constraint reinforces the importance of maintaining sufficient net funding from operations to rebuild liquidity and support planned capital delivery over time.



Borrowings of \$4.8m were undertaken to part-fund the East Fremantle Oval Redevelopment Project. No additional new borrowings are assumed across the plan, with outstanding debt reducing progressively from \$4.253m in 2026-27 to \$2.347m by 2035-36. Total annual borrowing cost remains broadly stable at approximately \$0.40m per annum, including guarantee fees. While the current debt profile is considered manageable, it remains dependent on the Town maintaining sufficient operating capacity to service debt commitments while continuing to fund renewals and rebuild reserves.

Assumptions, Risks, Uncertainties and Sensitivity

Revenue – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Town Growth in Population: The number of residents in the Town is expected to grow.	Low	Not assessed as high financial risk. The Town has budgeted for a nominal \$20kpa in interim rates. Any increase in total gross rental values arising from new properties and high-density development will have a favourable impact on the Plan.	Medium	Not assessed as high level of uncertainty.
Rates Level Increase: The Plan assumes a 5.87% increase in total general rate yield in 2026-27 as the current budget parameter, with future annual rate increases to be reviewed and confirmed through each Annual Budget having regard to economic conditions, service requirements and long-term financial sustainability.	High	The Town's capacity to maintain service delivery, fund asset renewal, rebuild reserves and meet debt commitments is highly sensitive to annual rates outcomes. If rates increases are set below required levels for an extended period, projected net funding from operations and reserve transfers would reduce and renewal backlog risk would increase.	Medium	There is a medium level of uncertainty because annual rate decisions are reconsidered each year and may be affected by changing economic conditions, revaluation impacts and Council priorities.
Operating Grants and Contributions: Only as of right operating grants such as financial assistance grants are assumed over the life of the Plan. Any specific purpose grants will be applied for as they are identified and included in the Annual Budget.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Non-operating Grants and Contributions: Remain in line with funding requirements identified for various capital works.	High	Changes in these levels would impact directly on the amount spent on capital projects and ultimately impact on service levels.	High	No non-operating grants other than RRG and R2R road funding budgeted due to uncertainties.
Fees and Charges: Fees and charges are reviewed annually and are assumed to increase broadly in line with the Town's pricing strategy, cost recovery requirements and market benchmarking. Waste service revenue continues to be incorporated within general rates unless a separate waste	Medium	Fees and charges provide an important secondary own-source revenue stream and support partial cost recovery for a range of services. If pricing does not keep pace with underlying costs, additional pressure would fall on general rates	Low	A change to the treatment of waste charges or other major pricing reforms would alter the composition of own-source revenue and may affect the distribution of costs between rates and fees and charges.

charge is legislated or adopted in a future budget.		and the Town's operating funding capacity.		
Interest Earnings: Interest earning of an average rate of 2.5% per annum of closing reserve balance.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Revenue: Increases in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Profit on Asset Disposal: Profit on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate no profit on asset disposals has been included.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

Expenditure – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Employee Costs: Employee costs are forecast having regard to current wage pressure and labour market conditions, with annual increases assumed above long-term averages in the short term before moderating over the outer years of the Plan.	Medium	Sustained wage growth above forecast would place pressure on the Town's operating position and may require offsetting revenue measures, service reviews or reprioritisation of expenditure.	Low	Not assessed as high level of uncertainty.
Materials and Contracts: Materials, contracts, utilities and other external service costs are assumed to increase broadly in line with inflation, noting the risk of higher movements arising from fuel prices, insurance, construction inputs and contractor market conditions.	Medium	Not assessed as high financial risk.	High	Movement of 1% in the base year is circa \$52k which is less than 0.5% of rate revenue.
Depreciation: Depreciation has been calculated using an average rate for each asset class based on the weighted average estimated remaining useful life of assets in the class.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Insurance: Base year increased in line with LGCI.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Expenditure: Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Loss on Asset Disposal: A loss on asset disposal results from a	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate in the Plan no loss on asset disposals has been included in the Plan.

Liabilities – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Borrowings: Existing borrowings relate to the East Fremantle Oval Redevelopment Project. No additional new borrowings are assumed across the Plan and debt is forecast to reduce progressively over time.	Medium	While current debt levels are considered manageable, the Town must maintain sufficient operating capacity to meet debt servicing obligations while also funding reserve transfers and asset renewal.	Low	Not assessed as high level of uncertainty.
Employee Entitlements: It has been assumed the Town will be in a position to meet its obligations in relation to employee entitlements.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

Equity Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Cash Backed Reserves: Reserve balances are forecast to remain constrained in the short term before progressively rebuilding over the life of the Plan through improved net funding from operations and planned transfers to strategic reserves.	High	The forecast cash-backed reserve balance of approximately \$568k in 2026-27 represents a material financial risk because it limits the Town's ability to absorb timing variances in capital delivery, respond to unexpected cost shocks, or maintain flexibility if reserve-funded works need to proceed. If reserve rebuilding is delayed, the Town may need to defer renewals or reprioritise projects.	Medium	Short-term liquidity is highly sensitive to the achievement of forecast net funding from operations and planned reserve transfers. If operating performance or capital timing assumptions change, reserve balances may remain below prudent levels for longer than forecast.

Revaluation Surplus: No change assumed.	Low	The revaluation of assets to their fair value may result in changes in asset ratio analysis and depreciation leading to a change in the net result. The revaluations of assets will have no impact on Cashflows.	High	Not assessed as high level of uncertainty.
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Other – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Ownership of Strategic Assets: The Town has not planned for the ownership of any strategic assets to be transferred to another party over the term of the Plan.	High	Any significant changes to the ownership of strategic assets would require an amendment to this Plan and, depending on the circumstance, be subject to community consultation.	Low	Not assessed as high level of uncertainty.
Inflation: General outward cost inflation is forecast at 4.0% in 2026-27, reducing to 3.0% per annum over the balance of the Plan. This assumption is used as the baseline escalator for a range of operating costs, noting that some expenditure categories such as employee costs, insurance and specific contracts may increase at different rates.	Medium	The Plan is sensitive to sustained inflation above forecast because higher outward cost escalation would place pressure on operating expenditure, reduce net funding from operations and limit the Town's capacity to fund renewals and rebuild reserves. If inflation remains elevated for longer than assumed, offsetting revenue measures or expenditure reprioritisation may be required.	High	There is a high level of uncertainty because inflation outcomes remain dependent on broader economic conditions, including utilities, insurance, fuel, construction inputs and contractor pricing. A 1% increase above the assumed baseline across the operating cost base would have a material cumulative impact on the Plan over time if not offset by higher revenue or savings measures.
Commercial Activities: The Plan includes ongoing operating and sinking fund support for East Fremantle Community Park based on current forecasts. These assumptions will need to be reviewed as updated operating results, contract outcomes and facility performance information become available.	High	If operating performance is materially below forecast, additional subsidy or alternative funding responses may be required, which would place further pressure on the Town's operating position and rates pathway.	High	Updated operating forecasts and annual budget reviews will continue to test the sensitivity of the Plan to East Fremantle Community Park performance and any resulting funding adjustments.
General Economic Forecasts for State: The economic forecast for	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

the State is closely linked to the success of the mining industry. Demands for minerals is forecast to remain stable in the short term with a corresponding stability of the state economy.

General Economic Forecasts for Region: Historically, the metropolitan region's economy is heavily dependent on the economy of the State as whole, and this remains the assumption for the term of this Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
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Ratio Targets

The Local Government Financial Indicator (LGFI) uses a series of core financial ratios to provide at-a-glance insights into a local government's liquidity, solvency and financial flexibility.

The ratios and benchmark thresholds below are based on the LGFI framework and supporting ratio definitions used by LGIRS.

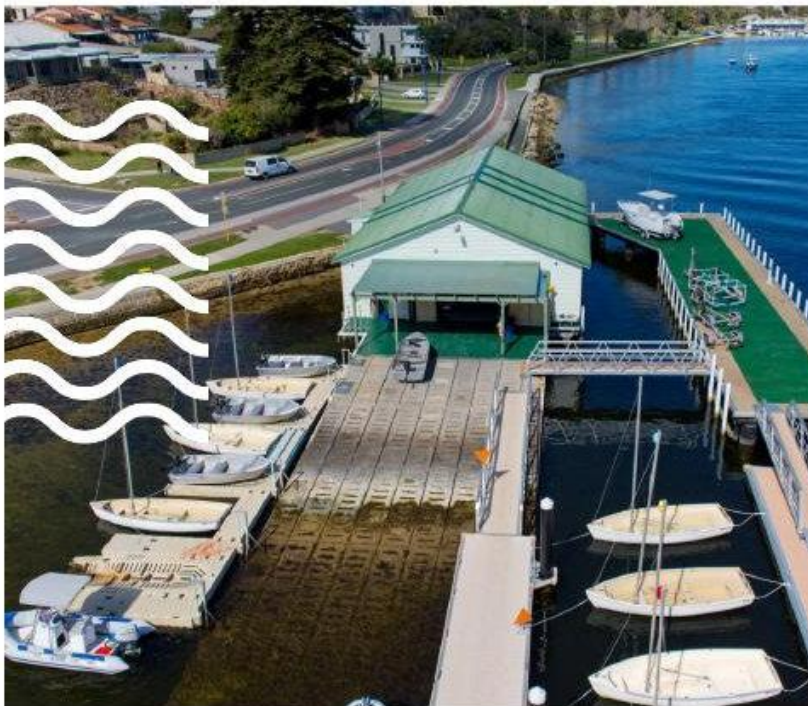
These ratios should be read together, as no single measure provides a complete picture of financial performance or sustainability.

The LGFI provides point-in-time insights and should be considered alongside the Town's longer term sustainability indicators and strategic financial planning measures.

Ratio	Calculation	Indication	Benchmark threshold
Current Ratio	$\frac{\text{current assets}}{\text{current liabilities}}$ $\frac{\text{current liabilities}}{\text{current liabilities minus liabilities associated with restricted assets minus current liabilities associated with long term borrowings}}$	A measure of the Town's ability to meet short-term financial obligations from unrestricted current assets.	1.
Operating Surplus Ratio	$\frac{\text{adjusted operating surplus}}{\text{adjusted operating revenue}}$ $\frac{\text{adjusted operating revenue}}{\text{own source operating revenue}}$	A measure of the Town's ability to cover its operating costs and generate funds available for capital funding or other purposes.	0.0
Net Financial Liabilities Ratio	$\frac{\text{net financial liabilities}}{\text{adjusted operating revenue}}$ $\frac{\text{adjusted operating revenue}}{\text{operating expense}}$	A measure contrasting the Town's level of debt and financial liabilities to its operating revenue.	0.3
Debt Service Coverage Ratio	$\frac{\text{adjusted operating surplus with exclusions}}{\text{debt service costs}}$ $\frac{\text{debt service costs}}{\text{principal and interest}}$	A measure of the extent of the Town's capacity to generate sufficient cash to cover debt payments.	2.0
Asset Sustainability Ratio (reported separately)	$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation expense}}$ $\frac{\text{depreciation expense}}{\text{depreciation expense}}$	A complementary long-term sustainability measure showing the extent to which assets are being renewed as they are consumed.	90% guide

Critical Service Review Schedule

Critical service review activity	Review timing / status
Waste pricing framework – Finalise the waste pricing framework, including the Waste Pricing Policy and supporting model, to assess the financial and rating impacts of separating waste charges from general rates for residential properties, including implications for the minimum rate benchmark and pensioner rebates.	Completed A separate waste charge will not be applied to the rates notice unless and until it is enabled through State Government legislation.
Commonwealth Home Support Program (CHSP) – Review the performance and long-term viability of the Town's CHSP service delivery model, noting that current block funding continues until 30 June 2027 and that a decision on future service delivery should be made ahead of the next funding transition point.	November 2026
East Fremantle Community Park – Review the trading performance of East Fremantle Community Park as at 30 June 2026 and update long term forecasts, operating assumptions and any required Town funding response.	Completed. Reviewed annually.
Major asset renewal program – Review major asset renewal and replacement priorities and identify opportunities to offset funding requirements through non-operating grants and external contributions.	Underway via the revaluation of infrastructure assets for the 2025-26 FY.



Financial Statements

TOWN OF EAST FREMANTLE FORECAST STATEMENT OF FINANCIAL ACTIVITY											
	2025/26 Current Budget	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Surplus 1 July	-\$446,842	\$62,836	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue											
Rates	\$10,044,192	\$10,631,316	\$11,254,200	\$11,647,397	\$12,054,356	\$12,475,558	\$12,911,503	\$13,362,705	\$13,829,700	\$14,313,039	\$14,813,296
Fees and Charges	\$1,782,164	\$1,970,415	\$2,041,640	\$2,120,611	\$2,211,077	\$2,297,252	\$2,380,649	\$2,481,186	\$2,579,985	\$2,676,608	\$2,777,789
Operating Grants	\$1,096,008	\$1,366,311	\$973,903	\$999,970	\$1,027,080	\$1,055,273	\$1,084,595	\$1,115,089	\$1,146,803	\$1,179,786	\$1,214,086
Interest Earnings	\$220,569	\$147,899	\$165,025	\$166,254	\$176,114	\$186,113	\$203,004	\$226,543	\$253,987	\$283,092	\$319,364
Other	\$362,480	\$266,484	\$274,804	\$281,399	\$288,279	\$297,454	\$306,934	\$314,729	\$324,849	\$335,306	\$346,112
Other Revenue - EFCP	\$5,501,051	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489
	\$19,006,464	\$20,058,914	\$20,386,061	\$20,892,119	\$21,433,395	\$21,988,139	\$22,563,173	\$23,176,741	\$23,811,813	\$24,464,321	\$25,147,136
Expenditure											
Employee Costs	-\$5,513,245	-\$6,090,494	-\$6,273,953	-\$6,462,961	-\$6,657,686	-\$6,858,303	-\$7,064,989	-\$7,277,928	-\$7,497,311	-\$7,723,333	-\$7,956,195
Materials and Contracts	-\$4,995,146	-\$5,121,037	-\$4,467,939	-\$4,733,268	-\$4,670,492	-\$4,809,746	-\$5,051,884	-\$5,126,541	-\$5,306,785	-\$5,476,757	-\$5,625,700
Utilities	-\$396,929	-\$403,137	-\$415,231	-\$427,688	-\$440,518	-\$453,734	-\$467,346	-\$481,366	-\$495,807	-\$510,681	-\$526,002
Interest	-\$264,316	-\$255,508	-\$246,273	-\$236,662	-\$226,422	-\$215,766	-\$204,594	-\$192,939	-\$180,578	-\$167,683	-\$154,161
Insurance	-\$278,703	-\$295,425	-\$307,271	-\$319,592	-\$332,408	-\$345,738	-\$359,604	-\$374,027	-\$389,029	-\$404,633	-\$420,864
Other	-\$827,797	-\$771,832	-\$779,291	-\$796,339	-\$813,815	-\$831,726	-\$850,087	-\$868,905	-\$888,194	-\$907,964	-\$928,229
Depreciation	-\$2,298,486	-\$2,367,441	-\$2,438,464	-\$2,511,618	-\$2,586,966	-\$2,664,575	-\$2,744,513	-\$2,826,848	-\$2,911,653	-\$2,999,003	-\$3,088,973
Other Expenditure - EFCP	-\$5,974,975	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186
	-\$20,549,597	-\$21,332,060	-\$20,955,607	-\$21,515,313	-\$21,755,495	-\$22,206,775	-\$22,770,203	-\$23,175,740	-\$23,698,543	-\$24,217,239	-\$24,727,309
Depreciation	\$2,298,486	\$2,367,441	\$2,438,464	\$2,511,618	\$2,586,966	\$2,664,575	\$2,744,513	\$2,826,848	\$2,911,653	\$2,999,003	\$3,088,973
Net Funding from Operational Activities	\$755,354	\$1,094,295	\$1,868,918	\$1,888,424	\$2,264,866	\$2,445,939	\$2,537,483	\$2,827,850	\$3,024,924	\$3,246,087	\$3,508,803
Capital Expenditure											
Buildings	-\$684,713	-\$678,213	-\$100,000	-\$100,000	-\$798,496	-\$798,496	-\$798,496	-\$798,496	-\$798,496	-\$798,496	-\$798,496
Plant and Equipment	-\$157,961	-\$257,000	-\$130,894	-\$130,894	-\$130,894	-\$130,894	-\$130,894	-\$130,894	-\$130,894	-\$130,894	-\$130,894
Furniture and Equipment	-\$25,681	-\$30,000	-\$17,951	-\$747,951	-\$17,951	-\$17,951	-\$17,951	-\$17,951	-\$17,951	-\$17,951	-\$17,951
Roads	\$0	-\$1,725,052	-\$1,044,693	-\$390,000	-\$405,381	-\$1,053,000	-\$405,381	-\$405,381	-\$405,381	-\$405,381	-\$405,381
Drainage	-\$82,148	-\$15,000	-\$27,148	-\$27,148	-\$78,794	-\$78,794	-\$78,794	-\$78,794	-\$78,794	-\$78,794	-\$78,794
Parks and Ovals	-\$265,000	-\$286,000	-\$146,461	-\$152,461	-\$165,723	-\$165,723	-\$165,723	-\$165,723	-\$165,723	-\$165,723	-\$165,723
Playgrounds		-\$140,000	-\$145,000	-\$139,000	-\$107,500	-\$190,000	-\$113,000	-\$100,000	-\$170,000	-\$225,000	-\$229,000
Other Infrastructure (Carparks, Shelters)	-\$20,000	-\$20,000	-\$43,310	-\$43,310	-\$43,310	-\$43,310	-\$43,310	-\$43,310	-\$43,310	-\$43,310	-\$43,310
Footpaths	-\$194,580	-\$119,650	-\$135,000	-\$170,000	-\$177,000	-\$160,000	-\$170,000	-\$145,000	-\$175,000	-\$175,000	-\$175,000
Non-Operating Grants - RRG/R2R (Roads)	\$0	\$756,667	\$694,013	\$156,000	\$156,600	\$702,000	\$179,820	\$126,090	\$194,340	\$104,220	\$142,300
Non-Operating Grants - Other	\$565,016	\$299,107									
Proceeds from Sale of Assets	\$60,000	\$57,500	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631
Net Capital Program	-\$805,067	-\$2,157,642	-\$1,052,813	-\$1,701,133	-\$1,724,818	-\$1,892,537	-\$1,700,098	-\$1,715,828	-\$1,747,578	-\$1,892,698	-\$1,858,618
Proceeds from new Loan Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Repayments	-\$157,911	-\$165,617	-\$173,698	-\$182,174	-\$191,064	-\$200,387	-\$210,165	-\$220,421	-\$231,177	-\$242,458	-\$254,289
Net Borrowings	-\$157,911	-\$165,617	-\$173,698	-\$182,174	-\$191,064	-\$200,387	-\$210,165	-\$220,421	-\$231,177	-\$242,458	-\$254,289
Net Reserve Transfers From/(to)	\$798,729	\$1,249,859	-\$555,117	\$85,883	-\$254,117	-\$254,117	-\$524,117	-\$784,117	-\$934,117	-\$994,117	-\$1,274,118
Lease Payments	-\$81,425	-\$83,731	-\$87,290	-\$91,000	-\$94,867	-\$98,899	-\$103,102	-\$107,484	-\$112,052	-\$116,815	-\$121,779
Surplus 30 June	\$62,837	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

KEY INSIGHT: 10-Year Forecast Statement of Financial Activity Summary

Over the 10-year forecast period, the Town projects stable financial operations with cumulative net funding from operational activities to support capital programs and reserve building. The forecast demonstrates the Town's commitment to long-term financial sustainability.

Sensitivity Analysis - Statement of Financial Activity

Analysis of ±1% adjustments on Rate Revenue, Materials & Contracts, and Employee Costs in Year 1 (2026/27)

Item	Base Value (2026/27)	-1% Adjustment	+1% Adjustment	-1% Impact on Surplus	+1% Impact on Surplus
Rate Revenue	\$10,631,315.50	\$10,525,002.35	\$10,737,628.66	-\$106,313.15	\$106,313.15
Materials & Contracts	-\$5,121,037.39	-\$5,069,827.02	-\$5,172,247.77	\$51,210.37	-\$51,210.37
Employee Costs	-\$6,090,493.88	-\$6,029,588.94	-\$6,151,398.82	\$60,904.94	-\$60,904.94
Base Net Result (2026/27)	\$0.00				

Combined Sensitivity Scenarios

Scenario	Rate Revenue Adj.	M&C Adj.	Employee Costs Adj.	Net Impact on Surplus
Rates -1%	-1%	0%	0%	-\$106,313.15
Rates +1%	1%	0%	0%	\$106,313.15
Materials & Contracts -1%	0%	-1%	0%	\$51,210.37
Materials & Contracts +1%	0%	1%	0%	-\$51,210.37
Employee Costs -1%	0%	0%	-1%	\$60,904.94
Employee Costs +1%	0%	0%	1%	-\$60,904.94
Best Case (All favorable)	1%	-1%	-1%	\$218,428.47
Worst Case (All adverse)	-1%	1%	1%	-\$218,428.47

Adjusted Surplus/(Deficit) by Scenario

Scenario	Adjusted Surplus/(Deficit)	Change from Base
Base Case	\$0.00	\$0.00
Rates -1%	-\$106,313.15	-\$106,313.15
Rates +1%	\$106,313.15	\$106,313.15
Materials & Contracts -1%	\$51,210.37	\$51,210.37
Materials & Contracts +1%	-\$51,210.37	-\$51,210.37
Employee Costs -1%	\$60,904.94	\$60,904.94
Employee Costs +1%	-\$60,904.94	-\$60,904.94
Best Case (All favorable)	\$218,428.47	\$218,428.47
Worst Case (All adverse)	-\$218,428.47	-\$218,428.47

Summary Statistics

Metric	Value
1% of Rate Revenue	\$106,313.15
1% of Materials & Contracts	\$51,210.37
1% of Employee Costs	\$60,904.94
Combined 1% Impact (All Items)	\$218,428.47
Best Case Improvement	\$218,428.47
Worst Case Deterioration	-\$218,428.47

Notes:

- Rate Revenue: +1% increases surplus (more revenue); -1% decreases surplus
- Materials & Contracts: -1% increases surplus (less expense); +1% decreases surplus
- Employee Costs: -1% increases surplus (less expense); +1% decreases surplus
- All formulas reference the Statement of Financial Activity sheet directly

TOWN OF EAST FREMANTLE FORECAST STATEMENT OF COMPREHENSIVE INCOME

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Revenue										
Rates	\$10,631,316	\$11,254,200	\$11,647,397	\$12,054,356	\$12,475,558	\$12,911,503	\$13,362,705	\$13,829,700	\$14,313,039	\$14,813,296
Grants, subsidies and contributions	\$1,366,311	\$973,903	\$999,970	\$1,027,080	\$1,055,273	\$1,084,595	\$1,115,089	\$1,146,803	\$1,179,786	\$1,214,086
Fees and charges	\$1,970,415	\$2,041,640	\$2,120,611	\$2,211,077	\$2,297,252	\$2,380,649	\$2,481,186	\$2,579,985	\$2,676,608	\$2,777,789
Interest revenue	\$147,899	\$165,025	\$166,254	\$176,114	\$186,113	\$203,004	\$226,543	\$253,987	\$283,092	\$319,364
Other Revenue - Principal Agent Arrangements	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489
Other revenue	\$266,484	\$274,804	\$281,399	\$288,279	\$297,454	\$306,934	\$314,729	\$324,849	\$335,306	\$346,112
Total Revenue	\$20,058,914	\$20,386,061	\$20,892,119	\$21,433,395	\$21,988,139	\$22,563,173	\$23,176,741	\$23,811,813	\$24,464,321	\$25,147,136
Expenses										
Employee costs	-\$6,090,494	-\$6,273,953	-\$6,462,961	-\$6,657,686	-\$6,858,303	-\$7,064,989	-\$7,277,928	-\$7,497,311	-\$7,723,333	-\$7,956,195
Materials and contracts	-\$5,121,037	-\$4,467,939	-\$4,733,268	-\$4,670,492	-\$4,809,746	-\$5,051,884	-\$5,126,541	-\$5,308,785	-\$5,476,757	-\$5,625,700
Utility charges	-\$403,137	-\$415,231	-\$427,688	-\$440,518	-\$453,734	-\$467,346	-\$481,366	-\$495,807	-\$510,681	-\$526,002
Depreciation	-\$2,367,441	-\$2,438,464	-\$2,511,618	-\$2,586,966	-\$2,664,575	-\$2,744,513	-\$2,826,848	-\$2,911,653	-\$2,999,003	-\$3,088,973
Finance costs	-\$255,508	-\$246,273	-\$236,662	-\$226,422	-\$215,766	-\$204,594	-\$192,939	-\$180,578	-\$167,683	-\$154,161
Insurance	-\$295,425	-\$307,271	-\$319,592	-\$332,408	-\$345,738	-\$359,604	-\$374,027	-\$389,029	-\$404,633	-\$420,864
Other Expenditure - Principal Agent Arrangements	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186
Other expenditure	-\$771,832	-\$779,291	-\$796,339	-\$813,815	-\$831,726	-\$850,087	-\$868,905	-\$888,194	-\$907,964	-\$928,229
Total Expenses	-\$21,332,060	-\$20,955,607	-\$21,515,313	-\$21,755,495	-\$22,206,775	-\$22,770,203	-\$23,175,740	-\$23,698,543	-\$24,217,239	-\$24,727,809
Capital grants, subsidies and contributions	\$1,055,773	\$694,013	\$156,000	\$156,600	\$702,000	\$179,820	\$126,090	\$194,340	\$104,220	\$142,300
Total comprehensive income for the period	-\$217,372	\$124,467	-\$467,194	-\$165,500	\$483,364	-\$27,210	\$127,092	\$307,610	\$351,302	\$562,127

KEY INSIGHT: 10-Year Forecast Statement of Comprehensive Income Summary (2026/27 - 2035/36)

Over the 10-year forecast period (2026/27 - 2035/36), the Town projects cumulative total comprehensive income of \$1.08M, demonstrating long-term financial sustainability through balanced operations. The Town maintains equilibrium with total revenues of \$223.9M against total expenses of \$226.4M, with capital grants and contributions of \$3.5M supporting the overall positive trajectory. Revenue is projected to grow 25.4% over the period, while expenses grow 15.9%, ensuring the Town can fund ongoing operations while investing in community infrastructure.

TOWN OF EAST FREMANTLE FORECAST STATEMENT OF FINANCIAL POSITION										
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
CURRENT ASSETS										
Cash and cash equivalents	\$2,791,150	\$2,791,150	\$2,791,150	\$2,791,151	\$2,791,150	\$2,791,150	\$2,791,150	\$2,791,151	\$2,791,149	\$2,791,146
Cash Backed Reserves	\$568,182	\$1,123,299	\$1,037,416	\$1,291,533	\$1,545,650	\$2,069,767	\$2,853,884	\$3,788,001	\$4,782,118	\$6,056,235
Trade and other receivables	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Inventories	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Other assets	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
TOTAL CURRENT ASSETS	\$3,659,332	\$4,214,449	\$4,128,566	\$4,382,684	\$4,636,800	\$5,160,917	\$5,945,034	\$6,879,152	\$7,873,267	\$9,147,381
NON-CURRENT ASSETS										
Trade and other receivables	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Other financial assets	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Property, plant and equipment	\$55,966,855	\$54,534,243	\$53,781,188	\$52,944,672	\$52,054,640	\$51,109,487	\$50,107,560	\$49,047,154	\$47,926,516	\$46,743,838
Infrastructure	\$53,729,211	\$54,557,474	\$54,746,985	\$54,970,312	\$55,884,128	\$56,060,013	\$56,173,889	\$56,363,035	\$56,581,710	\$56,778,148
Right-of-use assets	\$57,161	\$57,161	\$57,161	\$57,161	\$57,161	\$57,161	\$57,161	\$57,161	\$57,161	\$57,161
TOTAL NON-CURRENT ASSETS	\$109,938,227	\$109,333,878	\$108,770,334	\$108,157,145	\$108,180,929	\$107,411,662	\$106,523,610	\$105,652,350	\$104,750,386	\$103,764,147
TOTAL ASSETS	\$113,597,559	\$113,548,327	\$112,898,900	\$112,539,829	\$112,817,729	\$112,572,579	\$112,468,644	\$112,531,502	\$112,623,653	\$112,911,528
CURRENT LIABILITIES										
Trade and other payables	\$2,204,823	\$2,204,822	\$2,204,764	\$2,202,256	\$2,197,180	\$2,189,405	\$2,178,800	\$2,165,223	\$2,148,530	\$2,128,568
Other liabilities	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Lease liabilities	\$45,114	\$45,114	\$45,114	\$45,114	\$45,114	\$45,114	\$45,114	\$45,114	\$45,114	\$45,114
Borrowings	\$165,617	\$173,698	\$182,174	\$191,064	\$200,387	\$210,165	\$220,421	\$231,177	\$242,458	\$254,289
Employee related provisions	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000
TOTAL CURRENT LIABILITIES	\$3,335,553	\$3,343,634	\$3,352,052	\$3,358,434	\$3,362,681	\$3,364,684	\$3,364,335	\$3,361,514	\$3,356,102	\$3,347,971
NON-CURRENT LIABILITIES										
Lease liabilities	\$46,313	\$46,313	\$46,313	\$46,313	\$46,313	\$46,313	\$46,313	\$46,313	\$46,313	\$46,313
Borrowings	\$4,087,658	\$3,905,878	\$3,715,228	\$3,515,274	\$3,305,564	\$3,085,620	\$2,854,944	\$2,613,011	\$2,359,272	\$2,093,152
Employee related provisions	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
TOTAL NON-CURRENT LIABILITIES	\$4,333,971	\$4,152,191	\$3,961,541	\$3,761,587	\$3,551,877	\$3,331,933	\$3,101,257	\$2,859,324	\$2,605,585	\$2,339,465
TOTAL LIABILITIES	\$7,669,524	\$7,495,825	\$7,313,593	\$7,120,021	\$6,914,558	\$6,696,617	\$6,465,592	\$6,220,838	\$5,961,687	\$5,687,436
NET ASSETS	\$105,928,035	\$106,052,502	\$105,585,307	\$105,419,807	\$105,903,170	\$105,875,962	\$106,003,053	\$106,310,664	\$106,661,966	\$107,224,092
EQUITY										
Retained surplus	\$55,527,562	\$55,096,912	\$54,715,601	\$54,295,983	\$54,525,230	\$53,973,904	\$53,316,879	\$52,690,372	\$52,047,557	\$51,335,566
Reserve accounts	\$568,182	\$1,123,299	\$1,037,416	\$1,291,533	\$1,545,650	\$2,069,767	\$2,853,884	\$3,788,001	\$4,782,118	\$6,056,235
Revaluation surplus	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291
TOTAL EQUITY	\$105,928,035	\$106,052,502	\$105,585,307	\$105,419,807	\$105,903,170	\$105,875,962	\$106,003,053	\$106,310,664	\$106,661,966	\$107,224,092

Town of East Frer

TOWN OF EAST FREMANTLE FORECAST STATEMENT OF CHNAGES IN EQUITY										
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Retained Surplus Opening	\$54,495,076	\$55,527,562	\$55,096,912	\$54,715,601	\$54,295,983	\$54,525,230	\$53,973,904	\$53,316,879	\$52,690,372	\$52,047,557
Net Result Statement of Income	-\$217,372	\$124,467	-\$467,194	-\$165,500	\$483,364	-\$27,210	\$127,092	\$307,610	\$351,302	\$562,127
Net Reserve Transfers	\$1,249,859	-\$555,117	\$85,883	-\$254,117	-\$254,117	-\$524,117	-\$784,117	-\$934,117	-\$994,117	-\$1,274,118
Retained Surplus Closing	\$55,527,562	\$55,096,912	\$54,715,601	\$54,295,983	\$54,525,230	\$53,973,904	\$53,316,879	\$52,690,372	\$52,047,557	\$51,335,566
Cash Backed Reserves Opening	\$1,818,041	\$568,182	\$1,123,299	\$1,037,416	\$1,291,533	\$1,545,650	\$2,069,767	\$2,853,884	\$3,788,001	\$4,782,118
Net Reserve Transfers - SOFA	-\$1,249,859	\$555,117	-\$85,883	\$254,117	\$254,117	\$524,117	\$784,117	\$934,117	\$994,117	\$1,274,118
Cash Backed Reserves Closing	\$568,182	\$1,123,299	\$1,037,416	\$1,291,533	\$1,545,650	\$2,069,767	\$2,853,884	\$3,788,001	\$4,782,118	\$6,056,236
Revaluation Surplus	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291	\$49,832,291
TOTAL EQUITY	\$105,928,035	\$106,052,502	\$105,585,308	\$105,419,807	\$105,903,171	\$105,875,962	\$106,003,054	\$106,310,664	\$106,661,966	\$107,224,093

TOWN OF EAST FREMANTLE FORECAST STATEMENT OF CASH FLOW										
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts										
Rates	\$10,625,445	\$11,254,200	\$11,647,397	\$12,054,356	\$12,475,558	\$12,911,503	\$13,362,705	\$13,829,700	\$14,313,039	\$14,813,296
Grants, subsidies and contributions	\$1,366,311	\$973,903	\$999,970	\$1,027,080	\$1,055,273	\$1,084,595	\$1,115,089	\$1,146,803	\$1,179,786	\$1,214,086
Fees and charges	\$1,950,713	\$2,041,640	\$2,120,611	\$2,211,077	\$2,297,252	\$2,380,649	\$2,481,186	\$2,579,985	\$2,676,608	\$2,777,789
Interest revenue	\$147,899	\$165,025	\$166,254	\$176,114	\$186,113	\$203,004	\$226,543	\$253,987	\$283,092	\$319,364
Goods and services tax received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue - Principal Agent Arrangements	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489	\$5,676,489
Other revenue	\$266,484	\$274,804	\$281,399	\$288,279	\$297,454	\$306,934	\$314,729	\$324,849	\$335,306	\$346,112
	\$20,033,342	\$20,386,061	\$20,892,119	\$21,433,395	\$21,988,139	\$22,563,173	\$23,176,741	\$23,811,813	\$24,464,321	\$25,147,136
Payments										
Employee costs	-\$6,019,726	-\$6,273,953	-\$6,462,961	-\$6,657,686	-\$6,858,303	-\$7,064,989	-\$7,277,928	-\$7,497,311	-\$7,723,333	-\$7,956,195
Materials and contracts	-\$5,282,248	-\$4,467,939	-\$4,733,268	-\$4,670,492	-\$4,809,746	-\$5,051,884	-\$5,126,541	-\$5,308,785	-\$5,476,757	-\$5,625,700
Utility charges	-\$403,137	-\$415,231	-\$427,688	-\$440,518	-\$453,734	-\$467,346	-\$481,366	-\$495,807	-\$510,681	-\$526,002
Finance costs	-\$253,008	-\$246,273	-\$236,662	-\$226,422	-\$215,766	-\$204,594	-\$192,939	-\$180,578	-\$167,683	-\$154,161
Insurance paid	-\$295,425	-\$307,271	-\$319,592	-\$332,408	-\$345,738	-\$359,604	-\$374,027	-\$389,029	-\$404,633	-\$420,864
Goods and services tax paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenditure - Principal Agent Arrangements	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186	-\$6,027,186
Other expenditure	-\$771,830	-\$779,291	-\$796,339	-\$813,815	-\$831,726	-\$850,087	-\$868,905	-\$888,194	-\$907,964	-\$928,229
	-\$19,052,560	-\$18,517,143	-\$19,003,695	-\$19,168,528	-\$19,542,200	-\$20,025,690	-\$20,348,892	-\$20,786,890	-\$21,218,236	-\$21,638,336
Net cash provided by (used in) operating activities	\$980,781	\$1,868,918	\$1,888,424	\$2,264,866	\$2,445,939	\$2,537,483	\$2,827,850	\$3,024,924	\$3,246,085	\$3,508,800
CASH FLOWS FROM INVESTING ACTIVITIES										
Payments for purchase of property, plant & equipment	-\$965,213	-\$248,845	-\$978,845	-\$947,341	-\$947,341	-\$947,341	-\$947,341	-\$947,341	-\$947,341	-\$947,341
Payments for construction of infrastructure	-\$2,305,702	-\$1,541,612	-\$921,919	-\$977,708	-\$1,690,827	-\$976,208	-\$938,208	-\$1,038,208	-\$1,093,208	-\$1,097,208
Capital grants, subsidies and contributions	\$1,055,773	\$694,013	\$156,000	\$156,600	\$702,000	\$179,820	\$126,090	\$194,340	\$104,220	\$142,300
Proceeds from sale of property, plant & equipment	\$57,500	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631	\$43,631
Net cash provided by (used in) investing activities	-\$2,157,642	-\$1,052,813	-\$1,701,133	-\$1,724,818	-\$1,892,537	-\$1,700,098	-\$1,715,828	-\$1,747,578	-\$1,892,698	-\$1,858,618
CASH FLOWS FROM FINANCING ACTIVITIES										
Repayment of borrowings	-\$165,617	-\$173,698	-\$182,174	-\$191,064	-\$200,387	-\$210,165	-\$220,421	-\$231,177	-\$242,458	-\$254,289
Payments for principal portion of lease liabilities	-\$83,020	-\$87,290	-\$91,000	-\$94,867	-\$98,899	-\$103,102	-\$107,484	-\$112,052	-\$116,815	-\$121,779
Proceeds from new borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net cash provided by (used in) financing activities	-\$248,637	-\$260,988	-\$273,174	-\$285,931	-\$299,286	-\$313,268	-\$327,905	-\$343,229	-\$359,272	-\$376,068
Net increase (decrease) in cash held	-\$1,425,497	\$555,117	-\$85,883	\$254,118	\$254,116	\$524,118	\$784,117	\$934,117	\$994,115	\$1,274,115
Cash at beginning of year	\$4,784,829	\$3,359,332	\$3,914,449	\$3,828,566	\$4,082,684	\$4,336,800	\$4,860,917	\$5,645,034	\$6,579,152	\$7,573,267
Cash and cash equivalents at the end of the year	\$3,359,332	\$3,914,449	\$3,828,566	\$4,082,684	\$4,336,800	\$4,860,917	\$5,645,034	\$6,579,152	\$7,573,267	\$8,847,381

KEY INSIGHT: 10-Year Forecast Statement of Cash Flow Summary

Town of East Frem

The 10-year cash flow forecast demonstrates the Town's strong financial position, with cumulative positive net cash flows building cash reserves from \$3.4M to \$8.8M by 2035/36. Operating activities consistently generate positive cash flows, averaging \$2.5M annually, which fund capital investments and debt repayments while steadily increasing the Town's cash holdings.

Forecast Ratios

The Town's financial position is also monitored through the Local Government Financial Indicator (LGFI) framework, which provides point-in-time insights into liquidity, solvency and financial flexibility. The LGFI does not seek to assess full long-term sustainability on its own, but it provides a useful set of benchmark ratios to test whether the Town can meet short-term obligations, service debt and maintain operating capacity.

The most relevant LGFI ratios for this report are the Current Ratio (benchmark 1.0), Debt Service Coverage Ratio (benchmark 2.0), Operating Surplus Ratio (benchmark 0.0) and Net Financial Liabilities Ratio (benchmark 0.3). Together, these measures test whether the Town has sufficient unrestricted current assets to meet short-term liabilities, sufficient operating cash capacity to service debt, adequate operating performance, and a manageable debt position relative to operating revenue.

Based on the table results, the Town's calculated overall LGFI score is 76 in FY2026 and is forecast to improve to 83 by FY2030. This indicates a strengthening financial position over the forward period and places the Town above the Department's benchmark, reflecting improving performance across the key liquidity, operating and debt capacity measures.



CAPITAL WORKS SCHEDULE			FUNDING						
Description		26-27 Budget	Reserves	Description of Reserve	Grants	Funding Program	Proceeds from Sale of Assets	Loan	Municipal
Mitsubishi Triton - single cab parks ute		\$37,000					\$12,500		\$24,500
Kobota Baroness - Oval Mower		\$150,000					\$25,000		\$125,000
Honda Super One - EV x 2 (Neighbourhood Link)		\$70,000					\$20,000		\$50,000
Total Plant & Equipment		\$257,000	\$0		\$0		\$57,500		\$199,500
Total Furniture & Equipment		\$30,000	\$0		\$0		\$0	\$0	\$30,000
Solar and Battery Installation East Fremantle Community Park, Solar installation Town Hall, Depot and Dovenby House - carryover	50% complete 30/06 - \$398,213	\$398,213	\$199,107	Sustainability Reserve	\$199,107	Community Energy Fund			\$0
East Fremantle Community Park - Miscellaneous Works - carryover	25-26 Budget \$350k	\$200,000	\$200,000	EF Redevelopment Reserve					\$0
Buildings - General		\$80,000							\$80,000
Total Buildings		\$678,213	\$399,107		\$199,107		\$0	\$0	\$80,000
LCURS road safety interventions		\$150,000			\$150,000	Main Roads			\$0
King Street - George Street to Duke Street		\$160,000			\$80,000	Roads to Recovery			\$80,000
George Street - Shared Space		\$805,052	\$805,052	\$616,667 Plympton Parking Reserve					\$0
Riverside Road, adjacent to Towns bund area		\$250,000		\$188,385 Payment In Lieu Reserve	\$166,667	RRG			\$83,333
Riverside Road (Swan Yacht club to Wayman reserve)		\$360,000			\$360,000	\$240,000 Regional Road Group			\$0
Total Infrastructure - Roads		\$1,725,052	\$805,052		\$0	\$756,667	\$0	\$0	\$163,333
Upgrade Old Pits to SEPs		\$15,000							\$15,000
Total Infrastructure - Drainage		\$15,000	\$0		\$0	\$0	\$0	\$0	\$15,000
Bin Upgrades		\$10,000							\$10,000
Park Benches and Gates		\$20,000							\$20,000
Shade Sail Replacement		\$20,000							\$20,000
Bore pump test/replacements		\$45,000							\$45,000
Flood-lighting Upgrade Wauhop Park - Carryover		\$100,000			\$100,000	DLGSC Funding			\$0
Ulrich Playground Replacement - carryover		\$120,000							\$120,000
John Tonkin Playground - minor urgent replacements		\$20,000							\$20,000
Public Art Installation - East Fremantle Community Park - carryover		\$91,000	\$91,000	Public Art Reserve					\$0
Total Infrastructure - Parks & Ovals		\$426,000	\$91,000		\$100,000		\$0	\$0	\$235,000
Carparks - General Allocation		\$20,000							\$20,000
Total Infrastructure - Car Parks		\$20,000	\$0		\$0	\$0	\$0	\$0	\$20,000
Riverside Road (North side), adjacent to Wayman Reserve - carryover		\$34,650							\$34,650
Canning Hwy (north side), between Windsor Street and Gill Street		\$45,000							\$45,000
Canning Hwy (north side), between Gill Street and Walter Street		\$40,000							\$40,000
Total Infrastructure - Footpaths		\$119,650	\$0		\$0		\$0	\$0	\$119,650
Total Capital Works		\$3,270,915	\$1,295,159		\$0	\$1,055,773	\$0	\$57,500	\$862,483
River Infrastructure									
Wayman Riverwall Stage 1		\$600,000			\$300,000	DBCA Riverbank Funding			\$300,000
Mooring Pens - Headstock Remediation		\$135,835							\$135,835
Total River Infrastructure		\$735,835	\$0		\$300,000		\$0	\$0	\$435,835
Total Program		\$4,006,750	\$1,295,159		\$0	\$1,355,773	\$0	\$57,500	\$1,298,318

Town of East Fremantle - 10 Year Capital Works Program (2025/26 - 2035/36)

TABLE 1: Total Capital Expenditure by Asset Class

Asset Class	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	10-Year Total
Plant & Equipment	\$257,000	\$130,894	\$130,894	\$130,894	\$130,894	\$130,894	\$130,894	\$130,894	\$130,894	\$130,894	\$1,435,046
Furniture & Equipment	\$30,000	\$17,951	\$747,951	\$17,951	\$17,951	\$17,951	\$17,951	\$17,951	\$17,951	\$17,951	\$921,559
Buildings	\$678,213	\$100,000	\$100,000	\$798,496	\$798,496	\$798,496	\$798,496	\$798,496	\$798,496	\$798,496	\$6,467,687
Infrastructure - Roads	\$1,725,052	\$1,044,693	\$390,000	\$405,381	\$1,053,000	\$405,381	\$405,381	\$405,381	\$405,381	\$405,381	\$6,645,028
Infrastructure - Drainage	\$15,000	\$27,148	\$27,148	\$78,794	\$78,794	\$78,794	\$78,794	\$78,794	\$78,794	\$78,794	\$620,857
Infrastructure - Parks & Ovals	\$426,000	\$291,461	\$291,461	\$273,223	\$355,723	\$278,723	\$265,723	\$335,723	\$390,723	\$394,723	\$3,303,480
Infrastructure - Car Parks	\$20,000	\$43,310	\$43,310	\$43,310	\$43,310	\$43,310	\$43,310	\$43,310	\$43,310	\$43,310	\$409,790
Infrastructure - Footpaths	\$119,650	\$135,000	\$170,000	\$177,000	\$160,000	\$170,000	\$145,000	\$175,000	\$175,000	\$175,000	\$1,601,650
TOTAL CAPEX	\$3,270,915	\$1,790,457	\$1,900,764	\$1,925,049	\$2,638,168	\$1,923,549	\$1,885,549	\$1,985,549	\$2,040,549	\$2,044,549	\$21,405,098

TABLE 2: Capital Expenditure vs Depreciation Comparison

Year	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	10-Year Total
Capital Expenditure	\$3,270,915	\$1,790,457	\$1,900,764	\$1,925,049	\$2,638,168	\$1,923,549	\$1,885,549	\$1,985,549	\$2,040,549	\$2,044,549	\$21,405,098
Transfer to Asset Management Reserve	\$0	\$0	\$390,000	\$0	\$0	\$270,000	\$530,000	\$680,000	\$740,000	\$1,020,000	\$3,630,000
Depreciation	\$2,367,440	\$2,438,463	\$2,511,617	\$2,586,966	\$2,664,575	\$2,744,512	\$2,826,847	\$2,911,653	\$2,999,003	\$3,088,973	\$27,140,051
Variance (Capex - Depreciation)	\$903,475	-\$648,006	-\$220,853	-\$661,917	-\$26,407	-\$550,963	-\$411,299	-\$246,105	-\$218,454	-\$24,424	-\$2,104,954

TABLE 3: Adjusted Asset Sustainability Ratio

Asset Class	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	10-Year Avg
Overall	138%	73%	91%	74%	99%	80%	85%	92%	93%	99%	93%

KEY INSIGHT: Asset Management Reserve Funding Analysis (2026/27 - 2035/36)

When including the amount to be transferred to the Asset Management Reserve, the Town is funding 93% of depreciation expenditure on current/future capital expenditure over the 10-year period (2026/27 - 2035/36). A ratio of 90% is considered to be the target benchmark for local government, indicating the Town exceeds this sustainability target.

Supporting Analysis:

Total Capital Expenditure (10-Year):	\$21,405,098
Total Asset Management Reserve Transfers:	\$3,630,000
Combined Total (Capex + Reserve Transfers):	\$25,035,098
Total Depreciation (10-Year):	\$27,140,051

% of Depreciation Funded: **92.2%**

CASH BACKED RESERVES																		
	2025/26			2026/27			2027/28			2028/29			2029/30					
Name	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance		
	\$																	
Strategic Asset Management Reserve	\$94,275	\$0	-\$90,000	\$4,275	\$0	\$0	\$4,275	\$0	\$0	\$4,275	\$390,000	\$0	\$394,275	\$0	\$0	\$394,275		
Arts and Sculpture Reserve	\$195,664	\$0	-\$11,500	\$184,164	\$45,000	-\$91,000	\$138,164	\$0	-\$45,000	\$93,164	\$45,000	-\$45,000	\$93,164	\$45,000	-\$45,000	\$93,164		
East Fremantle Oval Redevelopment Reserve	\$110,000	\$90,000	\$0	\$200,000	\$0	-\$200,000	\$0	\$0	\$0	\$0	\$184,000	\$0	\$184,000	\$184,000	\$0	\$368,000		
Foreshore Master Plan Reserve	\$196,344	\$0	-\$196,344	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Sustainability and Environmental Reserve	\$575,750	\$96,749	-\$199,950	\$474,550	\$355,000	-\$583,807	\$225,743	\$220,117	-\$150,000	\$295,860	\$220,117	-\$150,000	\$365,977	\$220,117	-\$150,000	\$436,094		
Town Planning Reserve	\$150,000	\$0	-\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Business Improvement Reserve	\$150,000	\$0	\$0	\$150,000	\$50,000	\$0	\$200,000	\$530,000	\$0	\$730,000	\$0	-\$730,000	\$0	\$0	\$0	\$0		
Payment in Lieu of Parking Reserve	\$201,385	\$0	-\$15,000	\$188,385	\$0	-\$188,385	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Plympton Parking Reserve	\$616,667	\$0	\$0	\$616,667	\$0	-\$616,667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Strategic Waste Reserve	\$326,684	\$0	-\$326,684	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
	\$2,618,769	\$188,749	-\$907,478	\$1,818,041	\$430,000	-\$1,679,039	\$568,182	\$750,117	-\$195,000	\$1,123,299	\$839,117	-\$925,000	\$1,037,416	\$448,117	-\$195,000	\$1,291,533		
	2030/31			2031/32			2032/33			2033/34			2034/35			2035/36		
Name	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance		
	\$																	
Strategic Asset Management Reserve	\$394,275	\$0	\$0	\$394,275	\$270,000	\$0	\$664,275	\$530,000	\$0	\$1,194,275	\$680,000	\$0	\$1,874,275	\$740,000	\$0	\$2,614,275		
Arts and Sculpture Reserve	\$93,164	\$45,000	-\$45,000	\$93,164	\$45,000	-\$45,000	\$93,164	\$45,000	-\$45,000	\$93,164	\$45,000	-\$45,000	\$93,164	\$45,000	-\$45,000	\$93,164		
East Fremantle Oval Redevelopment Reserve	\$368,000	\$184,000	\$0	\$552,000	\$184,000	\$0	\$736,000	\$184,000	\$0	\$920,000	\$184,000	\$0	\$1,104,000	\$184,000	\$0	\$1,288,000		
Sustainability and Environmental Reserve	\$436,094	\$220,117	-\$150,000	\$506,211	\$220,117	-\$150,000	\$576,328	\$220,117	-\$150,000	\$646,445	\$220,117	-\$150,000	\$716,562	\$220,117	-\$150,000	\$786,679		
	\$1,291,533	\$448,117	-\$195,000	\$1,545,650	\$719,117	-\$195,000	\$2,069,767	\$979,117	-\$195,000	\$2,853,884	\$1,129,117	-\$195,000	\$3,788,001	\$1,189,117	-\$195,000	\$4,782,118		
Name of Reserve	Reserve Purpose																	
Strategic Asset Management Reserve	To fund the acquisition of new and renewal of existing Town infrastructure, buildings and other assets.																	
Arts and Sculpture Reserve	To provide for the commissioning and purchase of public art works in accordance with the Town's Public Arts Strategy.																	
East Fremantle Oval Redevelopment Reserve	To fund all costs associated with the redevelopment of the East Fremantle Oval precinct, including debt servicing costs. The reserve is also intended to be used to fund structural works (including capital replacement of lifts, electrical switchboards and air conditioning plant and equipment) in the EFOP in accordance with the Operator Agreement requirement.																	
Foreshore Master Plan Reserve	To fund all costs associated with the implementation of the Foreshore Management Plan.																	
Sustainability and Environmental Reserve	To fund sustainability and environmental initiatives as well as support actions/recommendations from the Community Climate Action Plan. Includes riverwall management.																	
Town Planning Reserve	To fund planning and building works associated with the protection and amenity of the built environment.																	
Business Improvement Reserve	To fund the implementation of business improvement initiatives including the Town's enterprise resource planning system.																	
Payment in Lieu of Parking Reserve	To receive and apply funds for payments received in lieu of parking.																	
Plympton Parking Reserve	To fund integrated traffic management initiatives within the Plympton precinct, including streetscapes.																	
Strategic Waste Reserve	To fund strategic waste initiatives including recovery of return on investment in waste services.																	

GRANT SCHEDULE				Operating	Non-Operating
	Grant Provider	Purpose of Grant	Type	2026/27	2026/27
				\$	\$
General Purpose Funding					
Grants Commission - General	WALGGC	Untied - General Purpose	Operating	\$191,670	
Grants Commission - Roads	WALGGC	Untied - Road	Operating	\$85,665	
Education and Welfare					
Home and Community Care Program	State/Commonwealth Dep. Health	Commonwealth Home Support Programme	Operating - Tied	\$724,076	
Community Amenities					
Bus Shelter - Maintenance Assistance Scheme	Public Transport Authority	Bus Shelter Maintenance	Operating	\$4,100	
Recreation and Culture					
Fremantle Womens Soccer Club Refurb	State Government	Election Commitment - Flood Lighting Upgrade Wauhop Park	Non-operating		\$100,000
Riverwall Works	DBCA	Norm McKenzie Riverwall and Plaza Works	Operating - Tied	\$300,000	
Water Wise Initiatives	Water Corp	Water Wise Initiatives	Operating		
Urban Canopy Grant Program	WALGA/Water Corp	Implementation of urban canopy program	Operating	\$20,000	
Community Energy Fund	Fed. Dept. of Industry, Science and Resources	Solar and Battery Installation	Non-operating		\$199,107
Transport					
Regional Road Group - Cap	Main Roads	Road Renewal - Riverside Road	Non-operating		\$406,667
Roads to Recovery - Cap	C'wealth	Road Renewal - Riverside Road	Non-operating		\$200,000
LCURS Road Safety Grant	Main Roads	George Street - Shared Space	Non-operating		\$150,000
Direct Grant	Main Roads	Direct Grant	Operating	\$28,000	
Street Lighting Subsidy	Main Roads	Street Lighting Subsidy	Operating	\$4,800	
Stirling Bridge Verge Maintenance Agreement	Main Roads	Stirling Highway Verge Maint. Agreement	Operating	\$8,000	
TOTALS				\$1,366,311	\$1,055,774
SUMMARY					
Operating	Operating Grants, Subsidies and Contributions			\$342,235	\$0
Operating - Tied	Tied - Operating Grants, Subsidies and Contributions			\$1,024,076	\$0
Non-operating	Non-operating Grants, Subsidies and Contributions			\$0	\$1,055,774
TOTALS				\$1,366,311	\$1,055,774

BORROWINGS

Borrower:
Interest Rate: 4.82% 0
2.41%

* These rates do not include the government guarantee fee.

Date of Advance: 1 November 2023

Term (yrs) 20 Years

Amount of Advance: \$4,800,000.00

Schedule Basis: 40

Payments per year 2

Total interest	\$2,734,105.23
Total capital	\$4,800,000.00
Total combined	\$7,534,105.23

Principal

Interest

Guarantee Fee

Total Borrowing Cost

Annual P+I

LG Debt

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
72,634	150,564	157,911	165,617	173,698	182,174	191,064	200,387	210,165	220,421	231,177	242,458	254,289
115,718	226,141	218,794	211,089	203,007	194,531	185,641	176,318	166,540	156,284	145,528	134,248	122,416
5,615	33,264	32,125	31,022	29,869	28,734	27,384	26,051	24,658	23,257	21,653	20,038	18,347
193,968	409,969	408,830	407,727	406,574	405,439	404,089	402,756	401,363	399,962	398,358	396,744	395,053
188,353	376,705	376,705	376,705	376,705	376,705	376,705	376,705	376,705	376,705	376,705	376,705	376,705
4,727,366	4,576,802	4,418,891	4,253,274	4,079,576	3,897,402	3,706,338	3,505,951	3,295,786	3,075,365	2,844,188	2,601,730	2,347,441

	Date	Interest	Capital	Total
1	1/05/2024	\$115,718.40	\$72,634.23	\$188,352.63
2	1/11/2024	\$113,967.33	\$74,385.30	\$188,352.63
3	1/05/2025	\$112,174.05	\$76,178.58	\$188,352.63
4	1/11/2025	\$110,337.54	\$78,015.09	\$188,352.63
5	1/05/2026	\$108,456.75	\$79,895.88	\$188,352.63
6	1/11/2026	\$106,530.62	\$81,822.01	\$188,352.63
7	1/05/2027	\$104,558.06	\$83,794.57	\$188,352.63
8	1/11/2027	\$102,537.94	\$85,814.69	\$188,352.63
9	1/05/2028	\$100,469.12	\$87,883.51	\$188,352.63
10	1/11/2028	\$98,350.42	\$90,002.21	\$188,352.63
11	1/05/2029	\$96,180.65	\$92,171.98	\$188,352.63
12	1/11/2029	\$93,958.57	\$94,394.06	\$188,352.63
13	1/05/2030	\$91,682.91	\$96,669.72	\$188,352.63
14	1/11/2030	\$89,352.40	\$99,000.23	\$188,352.63
15	1/05/2031	\$86,965.70	\$101,386.93	\$188,352.63
16	1/11/2031	\$84,521.47	\$103,831.16	\$188,352.63
17	1/05/2032	\$82,018.31	\$106,334.33	\$188,352.63
18	1/11/2032	\$79,454.80	\$108,897.83	\$188,352.63
19	1/05/2033	\$76,829.49	\$111,523.14	\$188,352.63
20	1/11/2033	\$74,140.89	\$114,211.74	\$188,352.63
21	1/05/2034	\$71,387.47	\$116,965.16	\$188,352.63
22	1/11/2034	\$68,567.68	\$119,784.96	\$188,352.63
23	1/05/2035	\$65,679.90	\$122,672.73	\$188,352.63
24	1/11/2035	\$62,722.51	\$125,630.13	\$188,352.63
25	1/05/2036	\$59,693.81	\$128,658.82	\$188,352.63
26	1/11/2036	\$56,592.11	\$131,760.52	\$188,352.63
27	1/05/2037	\$53,415.63	\$134,937.01	\$188,352.63
28	1/11/2037	\$50,162.56	\$138,190.07	\$188,352.63
29	1/05/2038	\$46,831.08	\$141,521.55	\$188,352.63
30	1/11/2038	\$43,419.28	\$144,933.35	\$188,352.63
31	1/05/2039	\$39,925.22	\$148,427.41	\$188,352.63
32	1/11/2039	\$36,346.93	\$152,005.70	\$188,352.63
33	1/05/2040	\$32,682.38	\$155,670.25	\$188,352.63
34	1/11/2040	\$28,929.48	\$159,423.15	\$188,352.63
35	1/05/2041	\$25,086.11	\$163,266.52	\$188,352.63
36	1/11/2041	\$21,150.08	\$167,202.55	\$188,352.63
37	1/05/2042	\$17,119.16	\$171,233.47	\$188,352.63
38	1/11/2042	\$12,991.07	\$175,361.57	\$188,352.63
39	1/05/2043	\$8,763.45	\$179,589.18	\$188,352.63
40	1/11/2043	\$4,433.91	\$183,918.72	\$188,352.63



RATING INFORMATION						
2026-27 Rating Year						
RATE TYPE	Rate in	Number of Properties	Rateable Value	Rate Revenue	Interim Rates	Total Revenue
Differential General Rate	\$		\$	\$	\$	\$
Residential GRV	0.066493	3,060	129,091,982	8,583,713	14,406	8,598,119
Commercial/Org GRV	0.125530	119	13,262,290	1,664,815	0	1,664,815
Sub-Totals		3,179	142,354,272	10,248,528	14,406	10,262,934
Minimum						
Minimum Payment	\$					
Residential GRV	1,442.00	245	4,604,980	353,290	0.00	353,290
Commercial GRV	2,156.00	7	97,120	15,092	0.00	15,092
Sub-Totals		252	4,702,100	368,382	0.00	368,382
		3,431	147,056,372	10,616,910	14,406	10,631,316
Amount from General Rates						10,631,316
Less Concessions				-		0
Totals				10,616,910		10,631,316



Revenue Strategy

Rates, Fees and Charges

2026–27

Prepared for: Town of East Fremantle Council

Prepared by: Corporate Services

Date: May 2026

Draft for Council consideration

CONTENTS	
OBJECTIVES.....	3
WHAT ARE RATES?.....	3
WHAT DO RATES PAY FOR?	3
OWN SOURCE REVENUE (INC FEES AND CHARGES).....	5
CURRENT RATING FRAMEWORK	9
LONG TERM FINANCIAL PLANNING	11
VALUATIONS.....	15
RATING IMPROVEMENT PLANS.....	16
BENCHMARKING.....	16
CONCLUSION	16
APPENDIX A OBJECTS AND REASONS FOR DIFFERENTIAL RATES (Advertised).....	18
APPENDIX B WASTE PRICING POLICY	18
APPENDIX C CASH BACK RESERVES POLICY	18
APPENDIX D RATES BENCHMARKING INFORMATION	19

OBJECTIVES

Executive Summary

- **Purpose:** This Revenue Strategy explains the legislative framework for rates, fees and charges and sets out how the Town will apply minimum and differential rates to support equity, transparency and long-term financial sustainability.
- **Rates price pathway:** The Strategy supports the Long-Term Financial Plan (LTFP) pricing assumptions—5.87% in 2026/27 and 2027/28, then 3.5% per annum thereafter—subject to annual budget review and Council priorities.
- **Link to the LTFP:** The Revenue Strategy underpins the Town's LTFP by setting the revenue framework and pricing assumptions (rates, fees and charges) used in LTFP modelling; it should be read in conjunction with the LTFP and the annual budget parameters adopted by Council.
- **Rate base profile:** The Town has 3,431 rateable properties and a predominantly residential base; residential rates generate just over 83% of total yield, reinforcing the importance of clear communication and equitable settings within the residential category.
- **Minimum and differential rates:** Minimum rates ensure all properties contribute to core services regardless of valuation, while differential rates are used as a transparent policy lever to redistribute the rates burden between categories (including a higher commercial rate in the dollar where adopted).
- **Revenue mix:** Own-source revenue coverage is forecast at 88% in 2026/27 (rates, fees and charges), above the Department benchmark; the Town will continue to investigate feasible opportunities to diversify revenue sources over time to reduce reliance on rates.
- **GRV revaluation impacts:** The 2026/27 GRV revaluation is revenue-neutral overall but redistributes impacts between properties based on relative valuation movements; there is no legislative smoothing mechanism, so messaging must distinguish yield decisions from valuation-driven redistribution.

Objectives

The objectives of this Revenue Strategy are to:

- **Framework:** Establish a clear and robust framework for rate categories, minimum payments and differential rates, consistent with the Department of Local Government's rating principles of:
 - Objectivity
 - Fairness and equity
 - Consistency
 - Transparency
 - Administrative efficiency
- **Sustainability:** Maintain a stable and sustainable rates revenue stream from year to year to fund the Town's services and capital program.
- **Predictability:** Provide the community with a stable and transparent rates price pathway over the term of the LTFP, balancing affordability with financial sustainability.
- **Pricing:** Set out a consistent framework for reviewing and setting fees and charges in accordance with cost recovery, user-pays principles and legislative requirements.

WHAT ARE RATES?

What are rates?

Key insight: Rates are the Town's core taxation mechanism—set to meet net funding requirements after other income—using Landgate valuations to support equity and consistency in how the rates burden is shared.

Rates are levied on all rateable properties within the Town of East Fremantle in accordance with established taxation principles, including equity, efficiency, simplicity, sustainability and policy consistency. The overall objective of the rating strategy is to meet the net funding requirements of the Town's services, activities and financing costs, and to support current and future capital needs, after considering all other sources of revenue.

A rating system provides the means for Council to raise sufficient revenue to fund the services it delivers. Across Australia, the use of property valuations is widely recognised as the most appropriate basis for achieving rating equity. In Western Australia, land is valued by Landgate Valuation Services (the Valuer General's Office, a State Government agency). Valuations are provided to each local government for rating purposes.

Two types of values are used for rating purposes: Gross Rental Value (GRV), which generally applies in urban areas; and Unimproved Value (UV), which generally applies for rural land. The Town may impose different types of rates, including minimum payments, a uniform general rate and differential rates.

WHAT DO RATES PAY FOR?

What do rates pay for?

Key insight: General rates fund the Town's broad service and infrastructure base (including waste services and debt servicing), so the annual budget must balance affordability with the need to sustain service levels and renew assets over time.

Rates are the Town's most reliable and controllable source of operating income and are therefore central to funding core services and maintaining financial flexibility. General rates fund a broad range of municipal services and infrastructure—including waste services (currently incorporated into general rates), community and regulatory services, roads, drainage, open space, governance and corporate support—and are also used to service debt.

Given rates comprise a high proportion of total income, the annual budget process will continue to balance service needs with the community's capacity and willingness to pay. The Town will pursue alternative revenue opportunities (including grants and user-pays fees and charges) to the extent feasible, noting a relatively limited portfolio of income-generating assets. Consistent with this Strategy, Council's objective is a stable and transparent rates price pathway over the term of the LTFP; where major initiatives would materially depart from that path, additional community engagement will be undertaken before progressing those increases.

OWN SOURCE REVENUE

Own Source Revenue

Rates are the Town's primary own-source revenue stream. In 2026/27, rates account for approximately 74% of annual operating revenue (excluding income from East Fremantle Community Park). A higher rates coverage ratio improves financial flexibility because it reduces reliance on grants and other less certain revenue sources. The Town's own-source revenue coverage ratio (rates and fees and charges) is 88% in 2026/27. Strong own-source coverage is important because it provides greater certainty to fund core services, meet operating cost pressures, and support planned transfers to renewals and reserves, without undue reliance on volatile or one-off funding.



This result is well above the Department's benchmark target of **40%**, indicating that the Town is largely self-funded and not dependent on grants and contributions to support its ongoing operating position. Maintaining high own-source revenue coverage improves financial resilience and helps Council make long-term funding decisions with greater certainty. Notwithstanding this, a key long-term objective is to progressively diversify revenue sources (where feasible and consistent with legislation and community expectations) to reduce reliance on rates as the dominant funding stream. Accordingly, the Town will continue to investigate opportunities for new and expanded revenue sources—such as service user-pays initiatives, commercial partnerships, improved utilisation of Town assets and external funding—while balancing affordability, equity and service outcomes.

Fees and Charges

Key insight: Fees and charges are set using consistent cost-recovery and user-pays principles—balancing public benefit subsidies with full cost recovery where services primarily benefit individual users—while meeting legislative requirements.

Public benefit – zero to partial cost recovery

Services that provide a broad community benefit are generally subsidised from rates, with partial cost recovery applied where appropriate.

Private benefit – full cost recovery

Where a service primarily benefits individual users (with limited wider community benefit), the Town seeks to recover the full cost through fees and charges to minimise subsidy from rates.

Shared benefit – partial cost recovery

Where benefits are shared between the community and individual users, fees are set to achieve partial cost recovery, with the balance supported by rates.

Regulatory

Some fees are prescribed by legislation and must be applied in accordance with the relevant statutory framework.

The table below summarises how these pricing principles are applied across key Town services.

Service	Principle	Cost Recovery
Administration	Private	100%
Ranger Services	Private/Regulatory	100%
Fire and Emergency Services	Private/Regulatory	100%
Health Services	Private/Regulatory	100%

Planning Services	Private/Regulatory	100%
Waste Services	Private	100%
Library Services	Public	NIL
Sports Ovals and Facilities	Shared	Partial
Building Services	Private/Regulatory	100%

In setting fees and charges, the *Local Government Act 1995* requires Council to have regard to the cost of providing the service, including the use (or consumption) of assets. In practical terms, fees should be informed by the full cost of service delivery, including direct costs, a reasonable share of overheads and asset-related costs, and any deliberate subsidy where a broader public benefit is intended.

- The direct operational costs of providing the services;
- An appropriate proportion of indirect costs associated with the service;
- The costs of the assets consumed in providing the service;
- A defined and appropriate rate of return or subsidy for the service; and
- Consideration of non-financial advantages and disadvantages to the community of providing the service.

Legislative framework – right to raise charges

Western Australian local governments may raise revenue for services through a combination of general rates and service-related charges. In broad terms, the Town may apply: (a) fees and charges under the *Local Government Act 1995* (LG Act) for goods, services and use of facilities; and (b) waste-related charges under the *Waste Avoidance and Resource Recovery Act 2007* (WARR Act), including a waste collection rate and/or a receptacle charge (where adopted).

- LG Act fees and charges (for goods and services, including use of Town property and facilities).
- WARR Act waste collection rate (an annual rate on rateable land to fund waste services, where imposed).
- WARR Act receptacle charge (an annual charge per receptacle for premises receiving a waste service, including certain non-rateable premises).

Under the LG Act, Council may set fees and charges (by absolute majority) for goods and services it provides, including access to or use of Town property and facilities, and services delivered at a person's request. Fees and charges are typically adopted with the annual budget and may be introduced or amended during the financial year where required.

Under the WARR Act, a local government may (if adopted) impose a waste collection rate on rateable land to fund waste services, and/or an annual receptacle charge for premises provided with a waste service. In contrast to a waste collection rate (which applies only to rateable land), a receptacle charge can also be applied to certain non-rateable premises receiving the service.

If a waste collection rate is adopted, it must be applied uniformly across each rating category and cannot be imposed on non-rateable properties. A receptacle charge, if adopted, may be set at different levels (for example, by service level or location) and may apply to certain non-rateable premises receiving the service.

Consideration of fee types – waste services

Council can fund waste services through different charging mechanisms under the LG Act and WARR Act. Each option has different benefits, constraints and equity impacts. A high-level comparison is provided below.

Power	Benefits	Restrictions
LG Act charge	- Applies to goods and services provided (fee-for-service basis). - No prescribed cap on the fee level. - Can be adjusted as direct costs change. - Supports a user-pays approach, including for non-rateable premises that receive a service.	- Can only be raised where a good or service is supplied. - Does not create a baseline revenue stream for broader (shared) waste costs. - Non-users do not contribute to general waste service costs.
WARR Act waste services rate	- Not linked to fee-for-service (supports broader cost sharing). - Establishes a baseline revenue stream. - All rateable properties contribute (valuation used as a proxy for capacity to pay).	- Subject to a prescribed maximum rate in the dollar. - Revenue does not automatically vary with direct service costs. - Cannot be applied to non-rateable properties.
WARR Act receptacle charge	- No prescribed cap on the charge level. - Can be adjusted as direct costs change. - Supports a user-pays approach. - Can apply to certain non-rateable premises that receive the service.	- Limited to receptacle collections (not broader waste service costs). - Does not create a baseline revenue stream for broader (shared) waste costs. - Non-users do not contribute to general waste service costs.

Current position and likely future requirement: The Town currently incorporates residential waste service costs within general rates and does not show a separate waste charge on the Rates Notice. The Department of Local Government has foreshadowed a future requirement for local governments to separately disclose waste charges on rates notices, which is expected to improve transparency and ratepayer awareness of waste costs. If implemented, separating the waste charge would affect minimum rate calculations and benchmarking, and may also influence the value of pensioner and senior rebates.

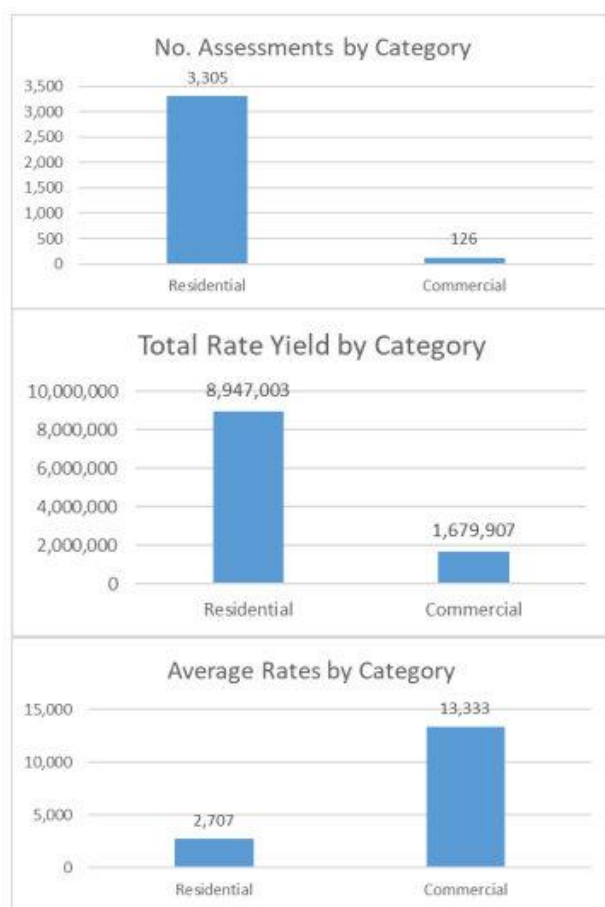
The Town has developed a Waste Pricing Policy that sets out the proposed waste pricing framework and implementation approach, to be enacted if and when the State Government legislates separate waste charges on rates notices.

CURRENT RATING FRAMEWORK

Current Rating Framework

Key insight: The Town's rating base is predominantly residential (3,305 of 3,431 properties) and residential rates generate just over 83% of total yield, so maintaining equity and transparency within the residential base is central to the Strategy.

The Town's current rating framework includes both Minimum Rates and Differential Rates. For 2026/27 rating purposes, the Town has 3,431 rateable properties across two rating categories: Residential (3,305 properties) and Commercial (126 properties, including rateable sporting organisations). The charts below also show that the Town's rate base is predominantly residential, with just over 83% of total rate yield derived from residential rates.



Over 83% of total rate yield is derived from residential rates illustrating a dependency on this rate category.

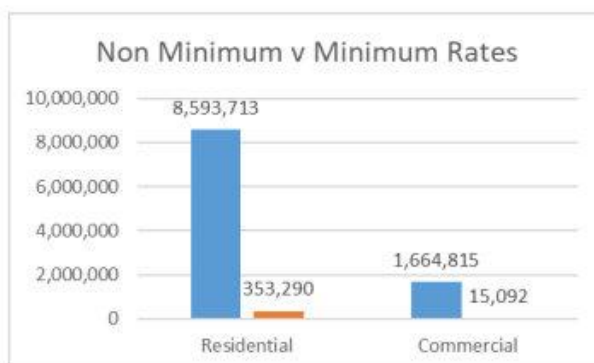
Note: the average residential rates figure shown for comparison purposes includes the cost of waste services and minimum-rated properties. Based on an estimated waste services cost of approximately \$500 per residential assessment per annum, the average residential rates amount (excluding the waste component) is approximately \$2,207 per annum.

MINIMUM RATES

Minimum Rates

The Town applies a differential minimum rate to all rateable properties within the municipality. Given the Town delivers approximately \$14 million in annual operating and capital services, the minimum rate is an important mechanism to ensure that every rateable property contributes to the cost of providing these core services and maintaining community infrastructure, regardless of individual property valuation.

The minimum rate applies to a relatively small proportion of assessments—approximately 7.5% of residential properties and 5.5% of commercial properties. As shown in the chart, minimum-rated properties contribute around 3.5% of the Town's total rates yield.



DIFFERENTIAL RATES

Differential Rates

Key insight: Differential rates are a deliberate policy lever to redistribute the rates burden between categories in a transparent way, taking account of equity principles and the relative capacity of categories to pay.

A differential rate occurs when categories of property within the UV or GRV land valuation methods are rated differently (a different rate in the dollar is applied against the valuation). The imposition of differential rates represents a policy decision of the Town to redistribute the rates burden in its local government area by imposing a higher rate on some ratepayers by comparison to others. In doing so, the Town considers the principles of objectivity; fairness; consistency; transparency; and administrative efficiency. The Town will also give appropriate bearing to the capacity of particular categories of ratepayers to pay. The objects and reasons for each of the differential rate's categories are set out in Appendix A of this document.

As property rates are a form of value or wealth tax (which is not an absolute indicator of ability to pay), it is not possible to ensure equity between individual property owners, since not all properties will be assessed at the same value. Therefore, our objective is to endeavour to ensure that each rating category bears its fair and reasonable share of the cost of providing local government services.

The two pie charts set out below provide a graphical representation of the composition of land values across categories, and the proportion of total rates yield generated by each category. This demonstrates that the contribution to total rates yield for each category is largely consistent with the proportion of land value represented by each category, with a slight distribution of the rate burden to commercial properties. In practical terms, the charts show that commercial properties contribute a higher share of total rate yield than their share of rateable value, reflecting a deliberate redistribution from residential to commercial through the application of a higher commercial rate in the dollar.



LONG TERM FINANCIAL PLANNING

Long Term Financial Planning

Key insight: The proposed rates price path is designed to protect near-term operating capacity during elevated cost escalation and progressively rebuild financial resilience—improving net funding from operations, lifting renewal investment and rebuilding reserves over the planning horizon.

The Revenue Strategy provides the revenue policy settings and assumptions that feed directly into the Town's LTFP, including the rates yield pathway, interim rates assumptions, and the approach to fees and charges. In turn, the LTFP models how these revenue settings translate into operating results, cash capacity, renewal investment and reserve movements over the long term. For this reason, the Revenue Strategy and the LTFP should be read together, with annual budget decisions and updates to the LTFP reflecting any changes to revenue policy or assumptions adopted by Council.

Annual rate yield is calculated with reference to the prior year's adopted yield, adjusted for interim rates raised during the year. Accordingly, where an assessment changes status (for example, from rateable to non-rateable), the resulting revenue impact is effectively redistributed across the remaining rateable assessments—either within the relevant category or more broadly, depending on the rating structure. Maintaining a stable, predictable yield path year-on-year supports long-term financial stability and improves the Town's capacity to plan and fund services and asset investment.

The Town has historically generated additional revenue through interim rates during the financial year, particularly as new developments become rateable. However, the timing and quantum of interim rates can be difficult to forecast, and under-achievement against budget can create in-year financial pressure. For this reason, the Town adopts a conservative interim rates assumption of \$20,000 per annum in the LTFP and does not explicitly model broader infill growth impacts on the number of assessments. Any material variance in interim rates achieved will be reported to Council through the budget review process and incorporated into the subsequent year's base yield calculation. To illustrate:

Year 1 Budget Yield	Year 1 Actual Interims	Total Year 1	Proposed Increase Year 2	Year 2 Budget Yield
\$8,000,000	\$20,000	\$8,020,000	3%	\$8,260,600

The Town's LTFP does not include explicit population growth projections and their associated impact on rates yield in the outer years. Recognising interim rates in the base yield is therefore important, as growth in the

number of assessments can increase service demand and the Town's underlying operating costs over time.

Rates are expected to generate \$10.626m in 2026/27 increasing to \$14.81m in 2035/36. This is based on the following increases in rate yield:

- 2026/27 – 5.87% (draft model / advertised parameters; Residential 5.94%, Commercial 5.48%)
- 2027/28 – 5.87% (planning assumption in the current LTFP modelling position)
- 2028/29 – 2034/35 – 3.5% per annum (outer-year rate yield growth assumption)

For 2026/27, the Town's budget and long-term financial planning framework are premised on (a) protecting operating capacity in a period of elevated cost escalation; and (b) progressively restoring financial resilience over time. Consistent with the current modelling position, the Town has applied Year 1 indexation assumptions of 4.0% for materials and contracts and 3.5% for employee costs, supported by an overall proposed rate yield position of 5.87% (including a 6% increase in minimum payments). This approach is intended to improve net funding from operations, support delivery of the capital works program and lift asset sustainability outcomes, while enabling reserves to be rebuilt in the outer years of the plan.

The following key metrics support Council's consideration of the proposed rates pricing pathway.

Net Funding from Operations (NFO)

Key insight: Strengthening NFO over time increases the Town's ability to fund capital renewal and reserve transfers from internal cash, reducing pressure to defer works or rely on external funding.



As shown in the chart, net funding from operations is forecast to improve over the life of the LTFP—from around **\$1.1 million in 2026/27** to around **\$2.8 million by 2035/36**. This strengthening operating cash position increases the Town's capacity to fund asset renewal and capital investment from internal sources, support planned transfers to reserves, and meet financing commitments over time.

Asset Sustainability Ratio

Key insight: The plan progressively lifts the asset sustainability ratio toward (and above) the Department's minimum benchmark, signalling improved renewal investment as operating cash capacity strengthens.

This ratio is directly impacted by the amount of funding the Town has available from operations to invest in capital renewal and replacement. Accordingly, the Operating Surplus Ratio, Net Funding from Operations and Asset Sustainability Ratio are closely correlated.

A target ratio of **60%** each year is recommended by the Department, which would equate to circa **\$1.2m–\$1.3m** in renewal/replacement expenditure for the Town of East Fremantle. As depicted in the chart below, the forecast asset sustainability ratio improves over the planning horizon, reaching approximately **70%** as the Town's operating cash capacity strengthens.

Practical implication: Protecting (and improving) net funding from operations through annual budget decisions is central to lifting renewal investment over time and managing renewal backlog risk.



Predictive Asset Renewal Model

The Town has developed a Predictive Asset Renewal Model which forecasts required asset renewals based on condition data and remaining useful life. The model does highlight that a significant funding gap starts to appear between years 10-20 based on current asset funding levels, and the Town should commence transferring funds to the Strategic Asset Management Reserve. This is the strategy adopted in the LTFP, whereby any shortfall in required annual renewal expenditure is transferred to Reserve.



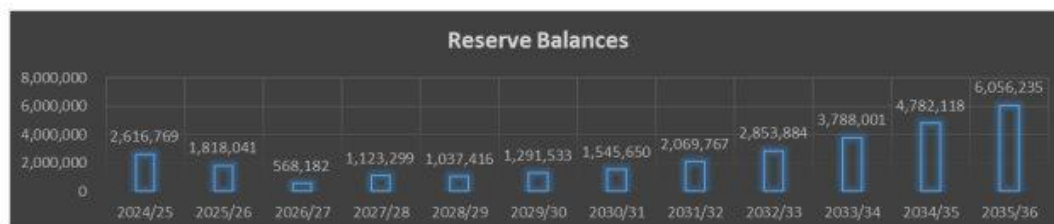
Cash-Backed Reserves

Key insight: Reserves are forecast to be very low in the early years (low point around \$0.57m in 2026/27) before rebuilding as NFO improves, so maintaining operating cash discipline is key to restoring resilience.

Cash-backed reserves are restricted funds held for defined purposes and are a key source of liquidity for capital delivery. They support multi-year project planning and help smooth 'lumpy' capital expenditure profiles, reducing the need to defer renewals when timing or delivery varies from year to year.

When net funding from operations is constrained, the Town's capacity to make planned transfers to reserves reduces. This lowers internally funded capital capability and can increase reliance on deferrals, re-phasing, or external funding sources. Sustained improvement in net funding from operations is therefore critical to rebuilding reserves and supporting higher renewal investment over time.

The forward forecast shows cash-backed reserves reaching very low levels in the early years before being progressively rebuilt as operating funding capacity strengthens. The forecast indicates a low point of approximately \$0.57m in 2026/27, increasing to around \$1.12m in 2027/28, and then strengthening materially from 2029/30 onward to reach approximately \$6.06m by 2035/36. This trajectory is dependent on maintaining sufficient net funding from operations to support the planned annual reserve transfers embedded in the LTFP.



SPECIFIED AREA RATES

Specified Area Rates

Key insight: Specified area rates are a targeted funding tool for clearly localised benefits; the Town does not currently use them, but they remain an option where a demonstrable benefit and equitable funding case exists.

A specified area rate is an additional rate that can be applied to properties within a defined part of the municipality to fund a service or facility that primarily benefits that area. This mechanism is commonly used by local governments to fund localised works and services in new estates or activity centres, such as landscaping and canal maintenance, drainage and firebreaks, security initiatives, town centre marketing, or construction of local infrastructure (for example, jetties).

The Town of East Fremantle does not currently impose specified area rates. This rating approach has not been adopted as part of the Town's current revenue strategy; however, it may be considered in the future where a clearly defined local benefit and an equitable funding case can be demonstrated.

VALUATIONS

Valuations

Key insight: The GRV revaluation is revenue-neutral overall—the total yield is set by Council—however it can materially redistribute rate impacts between properties based on relative valuation movements, requiring clear communication to the community.

2026/27 is a general revaluation year for Gross Rental Value (GRV) assessments in metropolitan Perth. The Town has been subject to a GRV revaluation undertaken by Landgate Valuation Services on behalf of the Valuer General, with a valuation date of 1 August 2024 and the new GRVs applying for rating purposes from 1 July 2026. Importantly, the revaluation is **revenue-neutral overall**: Council sets the total rate yield through the annual budget, and the rate in the dollar is recalibrated so the rates model raises the adopted yield.

Additional context: The revaluation changes how the adopted yield is shared across properties (not the total collected). Residential movements are more pronounced than commercial, and there is no legislative smoothing mechanism to cap valuation-driven changes.

- The revaluation changes **how the adopted rate yield is shared** between properties based on relative movements in assessed rental values; it does **not** of itself increase the Town's total rates collected.
- **Residential movements are more pronounced** (average GRV movement of approximately **+20.77%**), resulting in stronger redistribution within the residential base.
- Across the residential roll, outcomes are broadly balanced around the average change (approximately **51.44%** above the average change and **48.56%** below), demonstrating redistribution rather than a uniform uplift.

- **Commercial movements are more contained** (aggregate GRV movement of approximately **+7.5%**), with most commercial properties below the reference movement.
- A subset of properties will experience increases materially above the average (including increases above 10%) where their GRV has increased faster than the municipal average. The Town does **not** have a legislative smoothing mechanism to cap or phase-in valuation-driven impacts.

Measure	Residential	Commercial
Average / aggregate GRV movement	+20.77%	~+7.5%
Properties above / below benchmark movement	Above: 1,700 (51.44%) Below: 1,605 (48.56%)	Above: 29 (23.02%) Below: 97 (76.98%)
Indicative outcome – rate reduction	19.34% (639 properties)	37.60% (47 properties)
Indicative outcome – increase below average band	20.67% (683 properties)	40.80% (51 properties)
Indicative outcome – increase above average band	59.99% (1,983 properties)	21.60% (27 properties)

Key takeaways: The 2026/27 revaluation is expected to have a more pronounced redistribution effect across the residential base, with around **60%** of residential properties modelled to receive increases above the below-average band, compared to around **22%** of commercial properties. Individual rate outcomes depend on (i) Council's adopted total yield and (ii) how each property's GRV has moved relative to the municipal average. Because valuations are set independently by Landgate and there is no legislative smoothing mechanism, clear communication is important to distinguish between the Town's yield decision and valuation-driven redistribution.

RATING IMPROVEMENT PLANS

Rating Improvement Plan

Key insight: The improvement actions focus on strengthening equity and transparency over time—particularly around minimum rates, category integrity, emerging land-use issues such as short-term rental accommodation (STRA), and waste charge disclosure—while keeping the rating framework administratively practical.

The Town is committed to continuous improvement and best practice in the design and administration of rates, fees and charges. This includes keeping the rating framework under review as new land-use models emerge. In relation to short-term rental accommodation (STRA), current review of the State register indicates there are 32 registered STRA properties in the Town, comprising 12 un-hosted and 20 hosted properties. At present, under the Town's advertised differential rating objects and reasons, the 12 un-hosted STRA properties cannot be separately rated as commercial. While the near-term financial impact of a separate category is currently negligible and does not warrant resetting the 2026/27 budget or statutory processes, the issue should be considered as part of a structured review of the rating framework in 2027/28, including whether Landgate's GRV treatment of these properties changes over time.

Minimum rates and service transparency

- Develop an alternative rates model that separately discloses waste charges, including implications for minimum rates and minimum-rated properties.

Category integrity and emerging land uses

- Review home occupations and bed and breakfast establishments to confirm appropriate rating category treatment.
- Undertake a formal review of short-term rental accommodation (STRA) properties, including whether un-hosted STRA should be treated as a separate differential rate category having regard to predominant land use, comparative local government practice, valuation treatment and administrative implications.
- Subject to Council direction and statutory timing, prepare any required amendments to the objects and reasons for differential rates for potential implementation from 2027/28 if a separate STRA rating approach is supported.
- Review the rating framework for commercial sporting organisations to ensure alignment with policy objectives and equity principles.

Policy development

- Develop a policy framework for mixed-use properties, including options for applying differential rates where multiple uses occur on one assessment.
- Consider whether future policy guidance is required to distinguish hosted and un-hosted STRA, noting that hosted accommodation is generally more closely aligned to residential use whereas un-hosted accommodation may warrant further review where predominant land use is considered more commercial in nature.

Advocacy

- Continue advocacy to the State Government on the rateability of aged care facilities and the application of charitable status for eligible social housing providers.

Benchmarking

Key insight: Benchmarking is used as a sense-check only; differences in policy settings, property mix and service levels mean comparisons must be interpreted cautiously and alongside local context.

A limited comparison of the Town's GRV rating structure compared to other local governments in the region has been undertaken. However, the rating structure of each local government reflects individual circumstances, including policy decisions, community aspirations, mix of properties, and service and infrastructure levels. As such, without delving into each these aspects, a comparison of rates with other local government entities will only be of limited value.

CONCLUSION

Key insight: The Strategy recommends a stable and transparent rates pricing pathway aligned to the LTTP—supporting operating capacity in the near term and progressively improving sustainability outcomes over time—while noting conservative interim rates assumptions due to timing uncertainty of major developments.

This Revenue Strategy has been developed to explain the legislative framework for rates and charges in Western Australian local government, outline the Town of East Fremantle's current rating structure (including minimum and differential rates), and provide an evidence-based approach to future revenue movements. Overall, the Strategy seeks to balance affordability with financial sustainability by maintaining a stable price path for the community and providing greater certainty over the Town's primary revenue source, guided by the principles of objectivity, consistency, transparency and administrative efficiency.

Accordingly, it is recommended that Council adopt a stable rates pricing pathway aligned to the LTTP, comprising: (i) the 2026/27 draft (advertised) general rate yield position of 5.87% (Residential 5.94%; Commercial 5.48%); (ii) a planning assumption of 5.87% in 2027/28; and (iii) 3.5% per annum rate yield growth in subsequent years, subject to annual review through the annual budget parameters process and Council

priorities.

It is also noted that, due to uncertainty in development timing, the Strategy adopts a conservative assumption for interim rates of **\$20,000 per annum** and does not factor in significant additional interim yield that could arise from major developments (for example, the Royal George Hotel, Roofing 2000 (The Entrance), Woodside Hospital Redevelopment or Leeuwin Barracks). Any material variance in interim rates achieved will be reported to Council through the budget review process and incorporated into the subsequent year's base yield calculation.

This Strategy should be read in conjunction with the Town's **LTFP**, which translates the adopted revenue settings into long-term operating capacity, asset renewal and reserve outcomes.

APPENDIX A OBJECTS AND REASONS FOR DIFFERENTIAL RATES (Advertised)

Appendix A – Objects and Reasons for Differential Rates

Key insight: Appendix A provides the statutory objects and reasons underpinning each differential rate category, supporting transparency and compliance with the Local Government Act requirements.

APPENDIX B WASTE PRICING POLICY

Appendix B – Waste Pricing Policy

Key insight: Appendix B sets out the Waste Pricing Policy framework and implementation approach to support future requirements for separate waste charge disclosure and consistent cost recovery.

APPENDIX C CASH BACK RESERVES POLICY

Appendix C – Cash-Backed Reserves Policy

Key insight: Appendix C summarises the Cash-Backed Reserves Policy, including target balances and transfer principles that underpin the Town's liquidity and long-term financial resilience.

APPENDIX D RATES BENCHMARKING INFORMATION

Appendix D – Rates Benchmarking Information

Key insight: Appendix D provides benchmarking and comparative rate information to support context for Council decisions, noting that differences in service levels and policy settings limit direct like-for-like comparisons.

	Category	Total Rateable Value	2023/24- Residential Rate in \$	2023/24- Commercial Rate in \$	2023/24- Residential Minimum Rate	2023/24- Commercial Minimum Rate	Residential Rates (Inclusive of Waste)	Actual Residential Minimum Rates&Waste
East Fremantle	GRV	\$ 121,870,362.00	\$ 6.8930	\$ 11.6840	\$ 1,243.00	\$ 1,859.00	YES	\$ 1,243.00
Cottesloe	GRV	\$ 192,233,908.00	\$ 6.9370	\$ 7.5810	\$ 1,312.00	\$ 1,328.00	YES	\$ 1,312.00
Claremont	GRV	\$ 257,378,921.00	\$ 5.8281	\$ 7.1741	\$ 1,421.00	\$ 1,421.00	NO	\$ 1,881.00
Peppermint Grove	GRV	\$ 46,988,483.00	\$ 7.5550		\$ 1,494.00		NO	\$ 1,804.00
Subiaco	GRV	\$ 382,836,142.00	\$ 6.8302	\$ 6.8302	\$ 1,190.00	\$ 1,190.00	NO	\$ 1,530.00
Mosman Park	GRV	\$ 154,022,848.00	\$ 7.0878	\$ 7.0878	\$ 960.51	\$ 960.51	NO	\$ 1,318.51
Nedlands	GRV	\$ 422,716,672.00	\$ 5.8446	\$ 7.7330	\$ 1,521.00	\$ 2,006.00	NO	\$ 1,849.00
Fremantle	GRV	\$ 622,841,058.00	\$ 7.9212	\$ 10.7416	\$ 1,649.00	\$ 1,649.00	YES	\$ 1,649.00
Melville	GRV	\$ 1,363,654,715.00	\$ 7.0097	\$ 8.6360	\$ 1,372.65	\$ 1,112.90	YES	\$ 1,372.65
Cockburn	GRV	\$ 1,548,723,099.00	\$ 7.7910	\$ 8.7500	\$ 1,478.00	\$ 863.00	YES	\$ 1,478.00

	Category	Non Min Properties	Minimum Properties	Total Residential Properties	Average Non Min GRV	Average GRV	Non Minimum Rates	Minimum Rates raised	Total Residential Rates	Average Non Minimum rates	Total Average minimum
East Fremantle	GRV	2964	336	3300	\$ 35,258	\$ 33,172	\$ 7,203,532	\$ 417,648	\$ 7,621,180	\$ 2,430	\$ 2,309
Cottesloe	GRV	3148	382	3530	\$ 51,457	\$ 47,743	\$ 10,265,038	\$ 501,184	\$ 10,766,222	\$ 3,261	\$ 3,050
Claremont	GRV	3276	1774	5050	\$ 46,690	\$ 37,089	\$ 8,914,435	\$ 2,520,854	\$ 11,435,289	\$ 2,721	\$ 2,264
Peppermint Grove	GRV	589	71	660	\$ 79,777	\$ 71,195	\$ 3,549,980	\$ 106,074	\$ 3,656,054	\$ 6,027	\$ 5,539
Subiaco	GRV	7171	1176	8347	\$ 31,707	\$ 29,307	\$ 15,529,871	\$ 1,399,440	\$ 16,929,311	\$ 2,166	\$ 2,028
Mosman Park	GRV	3328	498	3826	\$ 41,532	\$ 37,669	\$ 9,796,686	\$ 478,334	\$ 10,275,020	\$ 2,944	\$ 2,686
Nedlands	GRV	6877	1455	8332	\$ 46,240	\$ 41,929	\$ 18,585,517	\$ 2,213,055	\$ 20,798,572	\$ 2,703	\$ 2,496
Fremantle	GRV	9619	4425	14044	\$ 31,592	\$ 27,251	\$ 24,071,293	\$ 7,296,825	\$ 31,368,118	\$ 2,502	\$ 2,234
Melville	GRV	32179	10437	42616	\$ 29,350	\$ 26,200	\$ 66,202,478	\$ 14,342,345	\$ 80,544,823	\$ 2,057	\$ 1,890
Cockburn	GRV	33349	1478	34827	\$ 23,872	\$ 29,498	\$ 62,024,379	\$ 20,779,202	\$ 82,803,581	\$ 1,860	\$ 2,378

13.2 REVIEW OF DELEGATED AUTHORITY REGISTER

Report Reference Number	OCR-4269
Prepared by	Janine May, EA/ Governance Coordinator
Supervised by	Jonathan Throssell, Chief Executive Officer
Meeting date	Tuesday, 16 June 2026
Voting requirements	Absolute Majority
Documents tabled	Nil
Attachments	

1. Delegated Authority Register (with tracked changes) – Attached Separately

PURPOSE

To seek Council approval of the Delegated Authority Register following its annual review, as required by sections 5.45(1) and 5.45(2) of the *Local Government Act 1995*.

EXECUTIVE SUMMARY

A local government may, by absolute majority, delegate to the Chief Executive Officer the exercise of its powers or discharge of its duties under the *Local Government Act 1995*, except for those matters listed in section 5.43. The Chief Executive Officer may also delegate powers or duties to employees. The proposed delegations are set out in the attached Register of Delegations.

The Chief Executive Officer may also authorise employees to perform certain functions under section 9.10 of the *Local Government Act 1995*. Other legislation provides specific powers or duties for employees, including the Chief Executive Officer, while some authorisations and appointments must be made by Council as the local government.

BACKGROUND

The Delegations Register was last reviewed on 17 June 2025 with a number of amendments effected.

CONSULTATION

ELT

STATUTORY ENVIRONMENT

Under section 5.42 of the *Local Government Act* any of the duties designated in the Local Government Act 1995 may be delegated to the CEO except for those stated in section 5.43, which are:

- any power or duty that requires a decision of an absolute majority of the council;*
- accepting a tender which exceeds an amount determined by the local government for the purpose of this paragraph;*
- acquiring or disposing of any property valued at an amount exceeding an amount determined by the local government for the purpose of this paragraph;*
- any of the local government's powers under section 5.98, 5.98A, 5.99, 5.99A, 5.100 or 5.129;*
- borrowing money on behalf of the local government;*
- hearing or determining an objection of a kind referred to in section 9.5;*

- (g) the power under section 9.49A(4) to authorise a person to sign documents on behalf of the local government;
- (h) any power or duty that requires the approval of the Minister or the Governor;
- (i) such other powers or duties as may be prescribed.

and the *Planning and Development Act 2005* section 214(2), (3) or (5).

Powers delegated to the CEO may be further delegated (with or without conditions) by the CEO to other officers, as deemed appropriate by the Chief Executive Officer.

The delegation of any power from Council to the Chief Executive Officer and from the Chief Executive Officer to any other officer must be in writing and when the delegated power is used it must be recorded by the officer exercising it.

A Chief Executive Officer cannot exercise delegated powers or duties if the CEO has an interest in the matter. The nature of the interest must be disclosed to the Mayor as soon as practicable after the CEO becomes aware of the interest.

The following Acts also permit delegated authority:

- Building Act 2011
- Bush fires Act 1954
- Dog Act 1974
- Cat Act 2011
- Food Act 2008
- Graffiti Vandalism Act 2016
- Public Health Act 2015
- Planning and Development Act 2005

POLICY IMPLICATIONS

Various Policies have been referred to throughout the Delegated Authority Register

FINANCIAL IMPLICATIONS

N/A

STRATEGIC IMPLICATIONS

The Town of East Fremantle Strategic Community Plan 2020 – 2030 states as follows:

Strategic Priority 5: Leadership and Governance

5.1 Strengthen organisational accountability and transparency.

5.1.3 Improve the efficiency and effectiveness of services.

5.3 Strive for excellence in leadership and governance.

5.3.2 Improve organisational systems with a focus on innovation.

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Council will not meet its statutory obligations if delegations and authorisations are not reviewed annually	Unlikely (2)	Moderate (3)	Moderate (5-9)	COMPLIANCE Some temporary non-compliances	Accept Officer Recommendation

RISK MATRIX

Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	6
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

N/A

COMMENT

The proposed changes to the Register of Delegations are shown as tracked changes in Attachment 1. Key changes include:

- deleting Delegation 1.1.2, which referred to the former Planning Committee, as that committee has been disbanded;
- making minor amendments to last year's adopted delegations, mainly in relation to sub-delegations; and
- making more substantive changes to Delegations 1.2.43, 9.1.2 and 9.1.3, as outlined below.

Delegation 1.2.43 Signing of Documents

The delegation has been amended to:

- require documents to be executed in accordance with the proposed Execution of Documents Policy, which is the subject of a separate officer report to the June 2026 Council meeting;
- confirm that documents requiring the Common Seal must be authorised by Council resolution; and
- align Category 2 and Category 3 sub-delegations with the proposed policy.

Delegation 9.1.2 Determine planning applications – Council to CEO

1. Clarification and correction of terminology

- Statutory and planning terminology has been updated for consistency with the *Planning and Development Act 2005*, the *Local Government Act 1995* and the Town's Local Planning Scheme.
- References to approval and refusal powers have been reframed to focus on statutory authority rather than discretion.

2. Consolidation of refusal powers into part 1 of 'Function'

- Separate wording expressly authorising refusal of applications that cannot be approved under statutory planning instruments has been removed.
- This power has been consolidated into the primary delegation because:
 - applications incapable of approval under legislation or statutory instruments cannot lawfully be approved by Council; and
 - the delegation addresses a technical requirement rather than creating any additional discretion.
- This removes duplication and better reflects the legal position under planning legislation.

3. Reframing of limitations on delegation

- Provisions for applications that cannot be approved, such as non-permitted uses or non-compliance with mandatory requirements, have been recast as limits on approval delegations rather than separate refusal powers.
- Subclauses have been reworded to clarify that delegation limits apply only to applications capable of lawful approval.

4. Advertising, contention and Ministerial concurrence

- Redundant or unclear references to advertising, substantial objections and Ministerial concurrence have been removed where they duplicated statutory requirements.
- The remaining references now more clearly identify when delegation cannot be exercised.

5. Elected member notification threshold updated

- The threshold for mandatory elected member notification has been increased from ~~\$5 million~~ **\$500,000 to \$1.2 million** to reflect higher construction costs.
- The change also reflects that elected members have not exercised the call-in power in the past 12 months.

6. Clarification regarding section 257C and heritage places

- References to section 257C of the *Planning and Development Act 2005* have been clarified or removed where unnecessary.
- The wording has been amended to avoid suggesting that development of, or associated with, a heritage protected place is excluded from call-in provisions.
- The revised wording reflects that section 257C does not apply to heritage protected places that otherwise meet the relevant criteria.

7. Overall structural improvement

- The delegation now more clearly separates:

- matters that may be determined under delegation;
- matters excluded because they cannot lawfully be approved; and
- matters that must be referred to Council because of statutory, Ministerial or procedural requirements.

Delegation 9.1.3 Determine applications for subdivision, clearance – Council to CEO

1. Corrected legislative references

- Removed references to the repealed *Town Planning and Development Act 1928*.
- Confirmed and corrected references to the *Planning and Development Act 2005*.
- Amended references to avoid incorrect or overly narrow citations where broader provisions apply.

2. Refined statutory scope

- Reframed references around Part 10 of the *Planning and Development Act 2005*, recognising that subdivision-related local government functions, including roads, easements and conditions, arise across multiple divisions.
- Clarified that the delegation applies to functions arising from WAPC referrals to the local government, consistent with Part 10.

3. Amended notification and call-in provisions

- Reframed Council involvement from a strict limitation on delegation to a call-in mechanism, supporting more efficient administration.
- This reflects that many subdivisions, particularly survey strata and built strata subdivisions, follow already-determined development applications and are largely technical.

4. Updated sub-delegation arrangements

- Expanded sub-delegation so both the Executive Manager Regulatory Services and Executive Manager Technical Services may exercise the relevant functions.
- This improves operational resilience and continuity if the CEO or one Executive Manager is unavailable.

Overall, the amendments improve legislative accuracy, better reflect subdivision processes, and support efficient administration while retaining appropriate elected member oversight.

CONCLUSION

The revised Register of Delegations, attached to this report, is recommended to Council for approval.

13.2 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

The meeting noted the Register of Delegations attachment was correct, however, there was an error in point 5 of the above report regarding Delegation 9.1.2 (see correction in red).

Council Resolution 031606

OFFICER RECOMMENDATION:

Moved Cr Collinson, seconded Cr Maywood

That Council, by absolute majority and in accordance with sections 5.45 and 5.46 of the *Local Government Act 1995*, approves the Register of Delegations at Attachment 1.

(CARRIED UNANIMOUSLY BY AN ABSOLUTE MAJORITY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Separate Attachment

13.3 REVIEW OF LOCAL LAWS

Report Reference Number	OCR-4276
Prepared by	Chris Liversage, Consultant Conway Highbury
Supervised by	Jonathan Throssell, Chief Executive Officer
Meeting date	Tuesday, 16 June 2026
Voting requirements	Absolute Majority
Documents tabled	Nil
Attachments	Nil

PURPOSE

To complete the statutory review of the Town's local laws under s3.16 of the *Local Government Act 1995*, excluding the Keeping of Poultry Local Law 1985.

EXECUTIVE SUMMARY

Section 3.16 of the *Local Government Act 1995* requires local governments to review their local laws periodically. The review period has recently been extended from eight years to 15 years.

Council resolved to commence the review and invited public submissions. No submissions were received. Staff have identified minor amendments and a possible new local law, which will be considered in future reports to Council.

BACKGROUND

The Town has the following local laws in place:

- Cats Local Law 2016
- Dogs Local Law 2016
- Fencing Local Law 2004
- Keeping of Poultry Local Law 1985
- Meeting Procedures Local law 2016
- Parking Local Law 2016
- Public Places and Local Government Property Local Law 2016
- Penalty Units Local Law 2016
- Waste Local Law 2017

At its 17 February 2026 meeting, Council resolved to commence the statutory review of the Town's local laws under s3.16 of the Act.

Public notice inviting submissions was given as required, with the submission period closing on 26 April 2026. Due to an oversight, the Keeping of Poultry Local Law 1985 was not included in the advertised list of local laws for review.

No public submissions were received. Staff have identified possible amendments to existing local laws and a possible new local law, as follows:

- amend the Parking Local Law 2016 to confirm the Town's ability to allow payment of parking fees by mobile phone and app-based options; and

- introduce a new local law giving the Town powers to address public health nuisances from private property, including emissions, pests, land care and the keeping of animals, excluding dogs and cats. The proposed local law would also include provisions for the keeping of poultry.

The State Government has also indicated that it intends to make regulations that will effectively replace meeting procedures local laws. The timing is not yet known. If there is any inconsistency between a local law and the Act or regulations, the Act or regulations prevail to the extent of that inconsistency.

CONSULTATION

No further consultation is required to complete the s3.16 review. However, any new local law or amendment must follow the s3.12 process, including Council's initial adoption of the draft, public advertising, consideration of submissions, and a final decision on whether to make the local law or amendment. It takes effect after publication in the WA Government Gazette.

After gazettal, the Town must lodge the local law with the Joint Standing Committee on Delegated Legislation (JSCDL), which reviews subsidiary legislation on behalf of the WA Parliament. The Committee may recommend disallowance if a local law is outside power or does not meet its terms of reference, although it usually asks the local government to make amendments before considering that step.

STATUTORY ENVIRONMENT

Section 3.16 of the Act provides that:

3.16. PERIODIC REVIEW OF LOCAL LAWS

- (1) *Within a period of 15 years after the day on which a local law commenced or a determination in respect of the local law was last made under subsection (4), as the case requires, a local government must carry out a review of the local law to determine whether it considers that the local law should be repealed, be amended or remain unchanged.*
- (2) *The local government is to give local public notice stating that —*
 - (a) *the local government proposes to review the local law; and*
 - (b) *a copy of the local law may be inspected or obtained at any place specified in the notice; and*
 - (c) *submissions about the local law may be made to the local government before a day to be specified in the notice, being a day that is not less than 6 weeks after the notice is given.*
- [(2a) *deleted*]
- (3) *After the last day for submissions, the local government is to consider any submissions made and cause a report of the review to be prepared and submitted to its council.*
- (4) *After the report has been submitted to its council, the local government must determine* whether it considers that the local law should be repealed, be amended or remain unchanged.*
** Absolute majority required.*
- (5) *If no determination is made under subsection (4) within the applicable 15-year period under subsection (1), the local law is repealed at the end of that period.*
- (6) *If a local law is repealed by subsection (5), the local government must, not later than 14 days after the end of the applicable 15-year period —*
 - (a) *give notice of the repeal to —*
 - (i) *the Departmental CEO; and*
 - (ii) *if a department of the Public Service other than the Department assists in the administration of an Act under which the local law was made — the chief executive officer of that other department;**and*
 - (b) *publish notice of the repeal in the Gazette; and*
 - (c) *give local public notice of the repeal.*

- (7) *If different provisions of a local law commenced on different days, the local law is taken, for the purposes of this section, to have commenced on the earliest of those days.*
- i(8) *This section does not apply to a local law if all it does is amend the text of, or repeal, a local law.*

Upon adoption of the recommendation to Council below, the Town will have completed the process required by s3.16.

POLICY IMPLICATIONS

Nil, although policy updates may be required if new local laws are made or existing local laws are amended.

FINANCIAL IMPLICATIONS

Nil, although there will be costs associated with flagged amendments to existing local laws and a possible new local law including their drafting, advertising for public comment and their eventual Gazettal.

STRATEGIC IMPLICATIONS

The Town should ensure that local laws are up to date, reasonable, and fit for purpose over the long term.

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Council does not review its local laws within the prescribed time.	Possible (3)	Moderate (3)	Moderate (5-9)	COMPLIANCE Short term non-compliance but with significant regulatory requirements imposed	Accept Officer Recommendation

RISK MATRIX

Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	9
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

N/A

COMMENT

N/A

CONCLUSION

By undertaking regular reviews, the Town can ensure its local laws are reasonably up to date.

13.3 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution 041606

OFFICER RECOMMENDATION:

Moved Cr Maywood, seconded Cr Boyd

That Council:

- 1. notes that there were no submissions received in relation to the review of the Town's local laws under s3.16 of the *Local Government Act 1995*;**
- 2. subject to any changes to enabling legislation or issues that may arise in future, resolves by an absolute majority that no changes be made to the following local laws:**
 - a. Cats Local Law 2016**
 - b. Dogs Local Law 2016**
 - c. Fencing Local Law 2004**
 - d. Meeting Procedures Local law 2016**
 - e. Parking Local Law 2016**
 - f. Public Places and Local Government Property Local Law 2016**
 - g. Penalty Units Local Law 2016**
 - h. Waste Local Law 2017**
- 3. notes that possible amendment and/or new local laws will be presented to Council in due course to:**
 - a. amend the Parking Local Law 2016 to confirm the ability of the Town to allow payment of parking fees using mobile phone and 'app' based options; and**
 - b. provide powers to the Town to deal with public health nuisances from private property including emissions, land care, pests and the keeping of animals (with the exception of cats and dogs which are addressed above). The proposed local laws will also incorporate provisions specifically in relation to the keeping of poultry.**

(CARRIED UNANIMOUSLY BY AN ABSOLUTE MAJORITY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

No Attachments

13.4 EAST FREMANTLE COMMUNITY PARK – DOG EXERCISE AREA CONDITIONS OF USE (ON-LEAD REQUIREMENT ON WAFL MATCH DAYS)

Report Reference Number	OCR-4258
Prepared by	Jonathan Throssell, CEO
Supervised by	N/A
Meeting date	Tuesday, 16 June 2026
Voting requirements	Absolute Majority
Documents tabled	Nil
Attachments	

1. **Submission received – email (Confidential)**

PURPOSE

The purpose of this report is to:

- present the outcome of local public notice undertaken in relation to the proposed variation to the conditions of use applying to the East Fremantle Community Park (EFCP) dog exercise area (i.e. WAFL Match Day on-lead requirement); and
- enable Council to consider the submission received and determine whether to confirm the proposed conditions of use.

EXECUTIVE SUMMARY

East Fremantle Community Park operates as a shared-use community precinct that accommodates everyday recreation as well as WAFL fixtures. Council previously resolved (by absolute majority) to progress a statutory process to vary the conditions of use applying to the EFCP dog exercise area so that off-lead use does not apply on WAFL Match Days, with dogs required to be on a leash during those periods.

Local public notice has been completed and the submission period has closed. One submission was received, One submission was received, questioning the rationale for the WAFL Match Day restriction and suggesting that the level of risk may be low.

This report returns the matter to Council for determination as to whether to confirm the proposed variation to the conditions of use following completion of the statutory public notice process..

BACKGROUND

Council has previously approved the designation of a dog exercise area within East Fremantle Community Park in accordance with the *Dog Act 1976*, following public notice and consultation.

Council has also approved a licence agreement granting the East Fremantle Football Club (EFFC) rights to occupy and use parts of the park on WAFL Match Days. That licence contemplates closure of the dog exercise area to off-lead use during WAFL Match Days, subject to Council resolution under the Act.

In February 2026, at its Ordinary Council Meeting (Item 13.5 – Dog Exercise Areas), Council resolved by absolute majority, pursuant to sections 31(2B), 31(3A) and 31(3C) of the *Dog Act 1976*, to propose that the designated dog exercise area at East Fremantle Community Park operate as a dog exercise area except on WAFL Match Days, during which time dogs are required to be on a leash, and authorised the Chief Executive Officer to give local public notice of that proposed variation.

This report is presented following completion of that statutory public notice process.

CONSULTATION

Local public notice was undertaken in accordance with section 31(3C) of the *Dog Act 1976*, with a submission period concluding on 28 April 2026.

One submission was received during the advertising period and is included as a confidential attachment.

The submission received queried the basis for suspending off-lead access on WAFL Match Days and sought clarification as to whether there is a safety rationale. It also expressed a view that the level of risk may be low and suggested the requirement could be challenged if externally imposed.

This feedback reflects an individual perspective regarding the necessity and proportionality of the proposed restriction.

STATUTORY ENVIRONMENT

Dog Act 1976 – sections 31(2B), 31(3A) and 31(3C)

Local Government Act 1995 – section 1.4 (absolute majority)

Town of East Fremantle Dogs Local Law 2016

POLICY IMPLICATIONS

The proposed restriction aligns operational management of the dog exercise area with existing contractual arrangements under the EFFC licence and provides clarity in the application of dog control requirements.

FINANCIAL IMPLICATIONS

Minor costs associated with signage and public notification have been accommodated within existing operational budgets.

STRATEGIC IMPLICATIONS

The proposal supports safe and coordinated use of a shared community facility and alignment between statutory controls and the operational use of EFCP during WAFL fixtures.

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Inconsistency between statutory dog control settings and match day operations	Unlikely (2)	Minor (2)	Low (1-4)	COMPLIANCE Minor regulatory or statutory impact	Confirm Council position following advertising; implement clear signage and public messaging
Safety / crowd-management interaction between dogs and increased patron activity on WAFL Match Days	Possible (3)	Moderate (3)	Moderate (5-9)	HEALTH Medical type injuries	Adopt time-limited on-lead requirement; signage and monitoring during fixtures

Reputational concern regarding restriction of off-lead access	Possible (3)	Moderate (3)	Moderate (5-9)	REPUTATIONAL Substantiated, low impact, low news item	Communicate limited scope (WAFL Match Days only); emphasise availability at all other times
Enforcement practicality during peak periods	Possible (3)	Minor (2)	Moderate (5-9)	SERVICE INTERRUPTION No material service interruption	Clear, time-specific controls; coordination with operational staff

RISK MATRIX

Consequence Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	9
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

N/A

COMMENT

The proposed variation to the dog exercise area conditions of use is limited to WAFL Match Days and reflects the operational reality of EFCP as a shared-use facility accommodating both community recreation and WAFL fixtures.

On WAFL Match Days, the park experiences increased patronage, temporary infrastructure, and heightened levels of activity. Allowing dogs to exercise off-lead during these periods presents avoidable safety and crowd-management risks.

The restriction is therefore intended to provide a clear and consistent control during these defined periods, while maintaining off-lead access at all other times.

The submission received raises a question regarding the necessity of the proposed restriction and suggests that the level of risk may be low.

This feedback has been considered; however, it represents a single viewpoint within the statutory advertising process and does not alter the broader operational context of WAFL Match Day use at EFCP.

In this context, the proposed approach is limited in scope and provides a proportionate response to match-day conditions.

In light of the above, the matter now turns to whether Council should confirm the proposed variation to the conditions of use following completion of the statutory advertising process.

CONCLUSION

Council has completed the statutory public notice process required under the *Dog Act 1976* in relation to the proposed variation to the conditions of use applying to the East Fremantle Community Park dog exercise area.

One submission was received during the advertising period and has been considered.

The proposed variation is limited in scope, applying only on WAFL Match Days, and is intended to provide clarity and consistency in managing the dog exercise area during periods of increased activity and shared use.

Council is now required to determine whether to confirm the proposed variation to the conditions of use, having regard to the submission received, the operational context of WAFL Match Day use, and the need to ensure a reasonable and proportionate approach to public safety and site management.

13.4 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution 051606

OFFICER RECOMMENDATION:

Moved Cr Harrington, seconded Cr Collinson

That Council, by absolute majority, pursuant to sections 31(2B) and 31(3A) of the *Dog Act 1976*:

- 1. notes the submission received in response to local public notice of the proposed variation to the conditions of use applying to the East Fremantle Community Park dog exercise area;**
- 2. confirms that the area of land designated within East Fremantle Community Park shall continue to operate as a dog exercise area, except on WAFL Match Days;**
- 3. determines that, on WAFL Match Days, dogs are required to be on a leash within East Fremantle Community Park, noting that this requirement applies only during those periods of increased activity and does not otherwise affect off-lead use;**
- 4. authorises the Chief Executive Officer to give effect to this resolution, including implementation of appropriate signage and public notification; and**
- 5. notes that the submission is included as a confidential attachment.**

(CARRIED UNANIMOUSLY BY AN ABSOLUTE MAJORITY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Confidential Attachment

13.5 COMMUNITY GRANTS PROGRAM 2026-27

Report Reference Number	OCR-4271
Prepared by	Natasha Turfrey, Communications and Engagement Officer
Supervised by	Jonathan Throssell, Chief Executive Officer
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple Majority
Tabled Items	Nil
Attachments	Nil

PURPOSE

The purpose of this report is for Council to consider the recommendation of the Community Assistance Grants Advisory Group and determine the allocation of funding under the 2026-27 Community Assistance Grants Program.

EXECUTIVE SUMMARY

The Community Assistance Grants Advisory Group met on 11 May 2026 to assess 12 submissions received under the Community Assistance Grants (CAG) Program for 2026-27.

The Advisory Group members, being Cr Jenny Harrington, Cr Lucinda Maywood, Cr Mark Wilson and community member John Chisholm, considered all 12 submissions and recommended that the following 10 submissions be funded.

	Group	Grant Amount
1	Cockburn Blades Dragon Boat Club	\$975.90
2	East Fremantle Bowling Club	\$1,100
3	East Fremantle Football Club	\$1,650
4	East Fremantle Lacrosse Club	\$1,650
5	East Fremantle Lawn Tennis Club	\$1,650
6	East Fremantle Lions Club	\$636
7	Fremantle City Football Club	\$2,640
8	Fremantle Rowing Club	\$2,104.07
9	Fremantle Sea Scouts	\$1,650
10	Richmond Primary School P & C	\$1,650

BACKGROUND

The Community Grants and Sponsorship Policy and the Community Assistance Grants (CAG) Program were adopted by Council in June 2016 to provide an orderly and consistent way of dealing with small funding requests on an annual basis.

The aim of the program is to provide financial assistance to community groups to help build capacity within the community in relation to recreation and leisure activities. The CAG program is intended for small grants only and

does not prevent clubs from seeking assistance for larger contributions from Council for more substantial capital projects.

The program was first introduced in the 2016-17 financial year, and the following allocations have been made:

- 2016-17 \$9,305.00
- 2017-18 \$9,699.00 (two rounds)
- 2018-19 \$20,000.00 (three rounds)
- 2019-20 \$14,357.00 (one round) **
- 2020-21 Budget reallocated **
- 2021-22 \$11,827.00
- 2022-23 \$14,681.69
- 2023-24 \$16,418.68
- 2024-25 \$15,816
- 2025-26 \$13,339

*** Following the original COVID lockdown, Council on 21 April 2020 resolved to defer, until 31 December 2020, the community assistance grant and the community led initiatives programs (and redirect these budget allocations to other community and business relief initiatives).*

CONSULTATION

Applications opened on Monday 23 March 2026 and were due to close on Friday 1 May 2026, but the closing date was extended to Wednesday 6 May 2026 due to the low number of applications received and to allow clubs additional time to obtain quotes.

Local community groups and clubs were informed of the opportunity through the following mediums:

- Direct email (initial grants opening email and reminder email including notice of extension)
- Our Neighbourhood newsletter (March edition)
- Town Talk email newsletter (March and April)
- Town Facebook page
- Town Instagram page
- Town website
- Print ad 'Around the Town' in the Fremantle Herald (March and April)
- Posters on notice boards around the Town (George Street, Zephyr's Café, East Fremantle Community Park and Town Hall).

STATUTORY ENVIRONMENT

Not applicable.

POLICY IMPLICATIONS

1.2.2 Community Grants and Sponsorship

FINANCIAL IMPLICATIONS

A draft budget of **\$16,557** is proposed for the Community Assistance Grant Program in the 2026-27 financial year. Submissions totalling **\$21,260.81** were received for consideration during the grant process.

A summary of the applications received is provided below, with the applications recommended for funding totalling **\$15,705.97**.

Sporting Clubs/Community Groups	Grant Amount requested (ex GST)	Grant Request	Agreed amount
Cockburn Blades Dragon Boat Club	\$975.90	To purchase a night training safety package including front and rear navigation lights, bow navigation lighting, head torches, reflective tape. The items will ensure safe visibility and compliance with water safety expectations during early morning and evening training. It will also help with preparing their team for an upcoming international competition to Malacca, where training intensity and water time must increase to ensure safe and competitive participation.	\$975.90
East Fremantle Bowling Club	\$1,000	To purchase a Bowls WA-approved laser measure to add to the club's umpire kit and replace an old set of trammels that no longer function properly. Modern umpiring also requires the use of laser measures.	\$1,100
East Fremantle Football Club	\$1,650	Column signage project at East Fremantle Football Club to enhance wayfinding and identity, using bold graphics and durable materials to reflect the club's heritage and improve the visitor experience.	\$1,650
East Fremantle Lacrosse Club	\$5,000	Funding will support the purchase of shared equipment such as gloves, helmets, and balls.	\$1,650
East Fremantle Lawn Tennis Club	\$1,604.84	Materials to build a bespoke storage shed in keeping with local surrounds to safely accommodate tennis viewing chairs and recently purchased deck furniture.	\$1,650
East Fremantle Lions Club	\$636	To purchase a gazebo, folding table, Australian flag bunting, tablecloths and tablecloth clips for when they drive the children's train at John Tonkin.	\$636
Fremantle City Football Club	\$2,640	Design and installation of a custom-built trophy and memorabilia cabinet within the Tricolore Community Building.	\$2,640
Fremantle Rowing Club	\$2,104.07	Purchase of four men's sweep oars and six seat toppers for women rowers.	\$2,104.07
Fremantle Sea Scouts	\$1,500	Improvements to facilities at Camp Waller, including a tear drop banner, microwave, whiteboard, signage, battery box, lithium battery, battery charger and solar charger.	\$1,650
Glyde-In Community Centre	\$1,000	10 polos shirts and 10 name badges for community outing volunteers	\$0
Richmond Primary School P & C	\$1,650	A new interactive whiteboard to be installed in the school library to be used for students and community events.	\$1,650

Swan Yacht Club	\$1,500	Design and installation of a heritage plaque and in ground track markers to explain the former slipway site which is now green grass, connecting the site's working river history to its current community use.	\$0
Total	\$21,260.81		\$15,705.97

Please note that the two submissions above are highlighted for the following reasons:

- **Glyde-In Community Centre:** The committee acknowledged the important community role of Glyde-In Community Centre. However, in considering the allocation of the limited Community Assistance Grants budget, the committee noted the proposed three-year funding agreement with the Town and determined that other applications were a higher priority for funding under this program.
- **Swan Yacht Club:** The committee acknowledged the broader community benefit of the project, given its location on a public pathway and its heritage interpretation value. However, in considering the allocation of the limited Community Assistance Grants budget, the committee determined that other applications were a higher priority for funding under this program.

STRATEGIC IMPLICATIONS

The recommendations in this report are consistent with the Community Strategic Plan 2020–2030, particularly Strategic Priority 1 – Social: A socially connected, inclusive and safe community. The Community Assistance Grants Program supports local organisations to enhance participation, build community capacity, and contribute to accessible recreational, sporting and social opportunities within the Town.

RISK IMPLICATIONS

There are no significant risks arising from the recommendations contained in this report, provided funding is allocated in accordance with Council's adopted Community Grants and Sponsorship Policy and the approved 2026-27 budget. There is a reputational risk associated with unsuccessful applications; however, this is mitigated through a documented assessment process and clear communication of Council's decision.

SITE INSPECTION

Not applicable.

COMMENT

The members of the Community Assistance Grants Advisory Group were in agreement that 10 applications should be funded.

In forming its recommendation, the Advisory Group considered each application against the intent of the Community Assistance Grants Program, the information provided in support of the application, and the limited funding available within the 2026-27 budget.

As the total value of applications received exceeded the available funding, the Advisory Group was required to prioritise those applications considered to offer the strongest alignment with the program objectives and the greatest overall community benefit.

CONCLUSION

Having considered the recommendation of the Community Assistance Grants Advisory Group, it is recommended that Council approves funding for the following groups and clubs in 2026-27 in the amounts set out in the recommendation.

13.5 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER RECOMMENDATION:

That Council:

1. approves the allocation of funding under the 2026-27 Community Assistance Grants Program to the following applicants:

Cockburn Blades Dragon Boat Club	\$975.90
East Fremantle Bowling Club	\$1,100
East Fremantle Football Club	\$1,650
East Fremantle Lacrosse Club	\$1,650
East Fremantle Lawn Tennis Club	\$1,650
East Fremantle Lions Club	\$636
Fremantle City Football Club	\$2,640
Fremantle Rowing Club	\$2,104.07
Fremantle Sea Scouts	\$1,650
Richmond Primary School P & C	\$1,650
Total	\$15,705.97

2. requests the Chief Executive Officer advise all applicants of Council's decision.
3. requests the Chief Executive Officer provide feedback to applicants in relation to their applications.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

No Attachments

13.6 ANNUAL ELECTORS' MEETING - VERGE GUIDELINES

Report Reference Number	OCR-4260
Prepared by	Jacqueline Scott, Executive Manager Technical Services
Supervised by	Jonathan Throssell, CEO
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple Majority
Documents tabled	Nil
Attachments	Nil

PURPOSE

This report responds to a motion from the Annual Electors' Meeting (AEM) that proposes amending the Verge Guidelines to allow residents to plant approved trees on adjoining verges.

EXECUTIVE SUMMARY

Officers support the intent of the AEM motion and agree that a resident verge tree planting pathway should be progressed as part of the Town's broader approach to improving greening and canopy outcomes.

The canopy and greening review is currently underway. Subject to Council endorsement, the resident verge tree planting pathway will be incorporated directly into that current review, with appropriate updates to the relevant policy and guidelines.

BACKGROUND

At the Annual Electors' Meeting, a motion was carried proposing that the Verge Guidelines be amended to permit residents to plant approved trees on verges, subject to conditions relating to species selection, services clearance, maintenance responsibility, and location approval.

MOTION:

That the Verge Guidelines be amended to permit ratepayers to plant approved trees on verges, subject to these conditions

- *That trees are to be those species and sizes approved by the Town*
- *That permission be sought by the Town to ensure underground services are not impacted*
- *That maintenance and watering of trees so planted be the responsibility of the ratepayer concerned*
- *That the location of planting be approved by the Town*

CONSULTATION

The motion was raised through the Annual Electors' Meeting and reflects community interest in improved greening and canopy outcomes.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Subject to Council endorsement, the proposed resident verge tree planting pathway will be progressed through the current update to the Verge Guidelines as part of the broader canopy and greening review already underway.

FINANCIAL IMPLICATIONS

There are no direct financial implications arising from the recommendation in this report. Any future financial implications associated with a resident verge tree planting pathway will be considered through the broader canopy and greening review.

STRATEGIC IMPLICATIONS

The recommendation in both the motion and this report is consistent with the Town's vision of an inclusive community and lifestyle, balancing growth and sustainability, and aligns directly with the Strategic Community Plan 2020–2030 priority relating to the natural environment.

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Not clearly responding to the Annual Electors' Meeting motion	Rare (1)	Minor (2)	Low (1-4)	REPUTATIONAL Substantiated, low impact, low news item	Accept Officer Recommendation
Future canopy initiatives may create ongoing establishment, maintenance and asset lifecycle costs that should be considered as part of a coordinated program	Likely (4)	Moderate (3)	High (10-16)	FINANCIAL IMPACT \$50,000 - \$250,000	Accept Officer Recommendation

RISK MATRIX

Consequence Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	12
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

Not Applicable

COMMENT

This report provides an update on the Town's planned response to the AEM motion and seeks Council endorsement to incorporate the proposed pathway into the canopy and greening review currently underway.

Improving greening and canopy outcomes across the Town is an important strategic objective. The Town has commenced broader work to review its approach to canopy, informed by climate response priorities, emerging data and best practice, with the engagement of Arbor Carbon to acquire and analyse canopy data to inform this work. That information will assist the Town to understand existing canopy conditions, identify opportunities and priorities, and shape appropriate strategic, policy and operational responses.

Officers support incorporating the suggested resident verge tree planting pathway into the current review, subject to Council endorsement. Resident interest in verge tree planting is consistent with the Town's broader greening objectives, and the AEM motion provides a practical suggestion that can be incorporated directly into the work already underway.

In doing so, the pathway must distinguish between establishment support that may reasonably be provided by residents, such as watering and early care, and the Town's ongoing responsibilities for verge trees as public assets. Pruning, for example, would generally remain the responsibility of the Town, as this supports tree health, consistent form and the best long-term outcomes for the tree asset. This ensures residents can contribute to improved canopy outcomes while maintaining appropriate Town oversight of long-term tree health, public safety, asset management and risk.

The proposed conditions relating to approved species and sizes, underground services, establishment care and watering, and Town-approved planting locations provide an appropriate starting point for developing a resident verge tree planting pathway. Other matters to be considered include the health and form of the specific tree stock proposed and appropriate planting specifications.

Current community take-up of Town-funded verge tree planting requests was approximately 50% of the available tree planting program in the 2026 planting season. This indicates that demand for additional resident-initiated planting pathways is more likely to be limited and targeted, rather than broad-based. For that reason, incorporating the pathway into the canopy and greening review currently underway is considered a proportionate response. This will allow a clear and controlled process to be developed for residents who are willing to contribute to verge tree establishment, while also maintaining focus on higher-priority canopy actions.

CONCLUSION

The AEM motion raises a constructive suggestion that is consistent with the Town's broader greening objectives. Officers support the intent of the motion and recommend that the proposed resident verge tree planting pathway be incorporated directly into the canopy and greening review currently underway. This will ensure that any changes to the Verge Guidelines are coordinated, evidence-based and practical to implement.

13.6 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER RECOMMENDATION:

That Council:

1. notes the motion from the Annual Electors' Meeting relating to verge tree planting;
2. endorses the progression of a resident verge tree planting pathway as part of the canopy and greening review currently underway, with appropriate updates to the relevant policy and guidelines.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

No Attachments

13.7 RESOLUTIONS FROM ANNUAL ELECTORS MEETING 120526 - RISK MATTERS RAISED BY ELECTORS

Report Reference Number	OCR-4264
Prepared by	Peter Kocian, Executive Manager Corporate Services
Supervised by	Jonathan Throssell, Chief Executive Officer
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple majority
Documents tabled	Nil

Attachments

1. Audit, Risk and Improvement Committee Terms of Reference
2. External Complaints Policy
3. Customer Service Requests Policy
4. Risk Management Policy and Procedures

PURPOSE

To consider AEM Decision 2 adopted at the Annual Electors' Meeting held on 12 May 2026, which seeks clarification on how electors may raise risk matters with the Town, the role of the Audit, Risk and Improvement Committee, and the Town's policy framework for managing customer service requests, external complaints and risk matters.

EXECUTIVE SUMMARY

This report responds to AEM Decision 2 adopted at the Annual Electors' Meeting on 12 May 2026 and clarifies the role of the Audit, Risk and Improvement Committee and the Town's processes for receiving and assessing risk-related matters raised by electors.

The Audit, Risk and Improvement Committee is an advisory committee of Council with a strategic oversight role in relation to audit, risk, compliance, internal controls and organisational improvement. It is not a public referral body for individual operational matters.

The Town's Customer Service Requests Policy, External Complaints Policy and Risk Management Policy and Procedures provide the framework for receiving, assessing and responding to matters raised by residents. Residents may raise matters for assessment through those processes; however, the risk register remains an internal management tool and there is no direct mechanism for a resident to require that an item be placed on it.

BACKGROUND

Council held its Annual Electors' Meeting on Tuesday, 12 May 2026. At that meeting, electors considered a number of matters and three decisions were adopted. This report addresses AEM Decision 2 relating to risk matters raised by electors.

AEM Decision 2

That:

- 1. Council publish clear guidelines for residents on what matters they can refer to the Audit, Risk and Improvement Committee.**
- 2. In relation to any risk matters raised by electors that the CEO provides a written response to the electors setting out any actions or the reasons for not adopting any action.**

3. The CEO provides a written response to an elector on what action has been taken if the elector has requested that a risk be advised to the Council's underwriting insurer LGIS.

At the meeting, the CEO advised that the Town's website would be reviewed in relation to the current information on the role of the Audit, Risk and Improvement Committee; that, while meetings of the Committee are generally open to the public, it is a Council-appointed committee established to consider strategic audit, risk and governance matters relating to the Town's operations; and that residents may raise potential risk issues with staff for investigation through the Town's established administrative processes.

CONSULTATION

This report has been prepared following a motion passed at the Annual Elector's Meeting held on 12 May 2026.

STATUTORY ENVIRONMENT

The Audit, Risk and Improvement Committee Terms of Reference operate within the framework of the *Local Government Act 1995* and the *Local Government (Audit) Regulations 1996*. The Terms of Reference confirm that the Committee is an advisory committee appointed by, and responsible to, Council. It does not have executive powers or management functions, and it cannot implement actions in areas for which management is responsible.

POLICY IMPLICATIONS

The Town's policy framework establishes separate but connected pathways for governance oversight, service requests, complaints handling and internal risk management.

The Town's Risk Management Policy is aligned to AS/NZS ISO 31000:2018 and establishes the framework for identifying, assessing, treating, monitoring and reviewing risk across the organisation.

The Customer Service Requests Policy and External Complaints Policy support the Town's broader commitment to accountable, equitable and transparent administration.

The Customer Service Requests Policy provides the primary mechanism for residents to raise requests for service, regulatory concerns, objections, appeals, complaints and compliments relating to Town services. The External Complaints Policy provides the framework for complaints about staff, policies, procedures or dissatisfaction with the Town's actions or decisions. The Risk Management Policy and Procedures establish the internal process by which risks are identified, assessed, treated and monitored.

Accordingly, residents may raise matters for assessment through established processes, but there is no direct mechanism for a resident to place an item on the Town's risk register. Whether a matter is escalated and recorded as a risk is determined by the Town through its internal governance and management processes.

FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

STRATEGIC IMPLICATIONS

This report supports the Town's strategic objective of strengthening governance, risk management and compliance by clarifying the role of the Audit, Risk and Improvement Committee and the pathways available to residents for raising concerns, requests and complaints.

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Unclear public understanding of the Audit, Risk and Improvement Committee's role and the Town's complaint, request and risk pathways may lead to inappropriate referrals, dissatisfaction and reputational impact.	Possible	Moderate	Moderate (9)	Governance & Compliance / Reputation	Provide clear public information on the role of the Audit, Risk and Improvement Committee and the Town's established administrative pathways for customer service requests, complaints and risk-related matters.

RISK MATRIX

Consequence Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	9
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

Not applicable

COMMENT

The matters raised through AEM Decision 2 are addressed through the Town's existing governance and policy framework. The Audit, Risk and Improvement Committee is an advisory committee of Council with an oversight role in relation to audit, risk, governance and improvement. It is not intended to function as a public referral point for individual operational matters.

Where residents raise concerns involving service issues, dissatisfaction, compliance matters or possible risks, the Town's existing administrative pathways provide the appropriate mechanism for receiving and assessing those matters. The Customer Service Requests Policy captures requests for service and related operational issues, while the External Complaints Policy addresses complaints about conduct, policies, procedures or dissatisfaction with actions taken. The Risk Management Policy and Procedures then provide the internal basis for determining whether a matter should be escalated and managed as a risk.

By way of example, if a resident reports a pothole creating a public safety issue, the matter would ordinarily be recorded as a customer service request because it seeks action in relation to a Town asset or service. The request would be logged, allocated to the relevant operational area and assessed against service standards, public safety, statutory responsibilities and risk. Where the pothole presents an immediate hazard, it would be prioritised for urgent action, such as inspection, temporary treatment or repair. In most cases, the matter would be managed through the Town's operational and customer request processes and would not, of itself, be recorded on the Town's risk register. Escalation to the Town's internal risk management framework would only arise if the issue indicated a broader systemic problem, recurring control failure or a material risk to the Town's operations, assets or stakeholders.

If the resident is dissatisfied with the Town's management of the issue, the matter may then transition from a customer service request to a complaint. Consistent with the Customer Service Requests Policy, the original request and action taken would remain recorded in the Town's customer request system. Where the dissatisfaction relates to the Town's response, actions taken, or the way the matter has been handled, the resident may lodge a complaint under the External Complaints Policy, which provides the framework for the matter to be reviewed, investigated and responded to in an equitable, unbiased and documented manner.

In practical terms, electors and residents may bring matters to the Town's attention, including matters they consider may present a risk. Administration then assesses the matter under the relevant policy and determines the appropriate response. Depending on the nature of the issue, this may include operational action, complaint investigation, referral to the Town's insurer, escalation to management, or treatment within the Town's internal risk management framework. Whether a matter is recorded on the Town's risk register remains an internal management and governance decision of the Town.

CONCLUSION

The Town has an established framework for receiving, assessing and responding to matters raised by electors and residents. The Audit, Risk and Improvement Committee provides governance and oversight, while the Town's customer service, complaints and risk management policies provide the administrative and internal mechanisms for action.

Residents may raise matters for assessment, but there is no direct mechanism for a resident to require that a matter be placed on the Town's risk register. That determination is made by the Town through its internal governance and risk management processes.

13.7 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER RECOMMENDATION:

That Council, in response to AEM Decision 2 adopted at the Annual Meeting of Electors held on 12 May 2026:

- 1. notes that the Audit, Risk and Improvement Committee is an advisory committee of Council with strategic oversight responsibility for audit, risk, compliance, internal control and improvement, and is not a public referral body for individual matters;**
- 2. notes that the Town’s Customer Service Requests Policy, External Complaints Policy and Risk Management Policy and Procedures provide the framework for receiving, assessing and responding to matters raised by electors and residents;**
- 3. confirms that residents may raise matters for assessment through the Town’s established processes but cannot directly require that a matter be placed on the Town’s risk register;**
- 4. requests the Chief Executive Officer to update public information clarifying the role of the Audit, Risk and Improvement Committee and the pathways for raising requests, complaints and risk-related matters; and**
- 5. resolves to take no further action in relation to AEM Decision 2 and advise the mover of the motion accordingly.**

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Attachments start on the next page

Town of East Fremantle
Audit, Risk and Improvement Committee
Terms of Reference

Audit, Risk and Improvement Committee Terms of Reference

1. Purpose of the Terms of Reference

The purpose of the terms of reference is to facilitate the operation of the Audit, Risk and Improvement Committee.

2. Introduction

The Audit, Risk and Improvement Committee is an advisory committee formally appointed by the Council and is responsible to the Council. The Audit, Risk and Improvement Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any financial responsibility. The Audit, Risk and Improvement Committee does not have any management functions and is therefore independent of management.

The Audit, Risk and Improvement Committee objective is to assist the Town of East Fremantle Council in liaising with the auditor and overseeing the external audit function and promoting the transparency and accountability of the Town's financial management systems and reporting. The role of the Committee is to report to the Council and provide appropriate advice and recommendations on matters relevant to its terms of reference in order to facilitate decision making by the Council in relation to the discharge of its responsibilities.

3. Objectives

The objectives of the Audit, Risk and Improvement Committee are to oversee council's obligations under the *Local Government Act 1995*, and *Local Government (Audit) Regulations 1996*, more specifically;

- 3.1 The integrity of external financial reporting, including accounting policies.
- 3.2 The scope of work, objectivity, performance and independence of the external and internal audit charter.
- 3.3 Ensure the Town has established effective controls and systems to safeguard the Town's financial and physical resources.
- 3.4 The systems or procedures that are designed to ensure that the Town and its subsidiaries comply with relevant statutory and regulatory requirements.
- 3.5 The process for recognising risks arising from the Town's operations and strategies, and consider the adequacy of measures taken to manage those risks.
- 3.6 The process and systems which protect the Council against fraud and irregularities.

The Audit, Risk and Improvement Committee must also add to the credibility of Council by promoting ethical standards through its work.

4. Authority

The Audit, Risk and Improvement Committee has the authority to:

- 4.1 Review the internal and external auditor's annual audit plans and the outcomes/results of all audits undertaken.
- 4.2 Formally meet with the Town's appointed external auditors as necessary.
- 4.3 Seek resolution on any disagreements between management and the external auditors on financial reporting.

Audit, Risk and Improvement Committee Terms of Reference

4.4 Advise Council on any or all of the above as deemed necessary.

5. Composition

5.1 The Audit, Risk and Improvement Committee will comprise a maximum of five (5) elected members and a maximum of 7 members in total inclusive of the external independent members.

5.2 The Audit, Risk and Improvement Committee will comprise of up to two (2) external independent members. An external member will be a person independent to the local government and will not have provided paid services to the Town either directly or indirectly.

5.3 External independent members will be selected based on the following criteria:

- a) A demonstrated high level of expertise and knowledge in financial management, reporting, governance and audit; and
- b) Relevant skills and experience in providing independent expert advice.

5.4 Appointments of external independent members will be made following a public advertisement. The Chief Executive Officer will evaluate potential members and make a recommendation to Council.

5.5 External members shall be appointed for a period of up to two (2) years terminating on the day of the Local Government Ordinary Elections, unless Council resolves otherwise

5.6 In accordance with 7.1A (3) of the Local Government Act, "*A CEO is not to be a member of an Audit, Risk and Improvement Committee and may not nominate a person to be a member of an Audit, Risk and Improvement Committee or have a person to represent the CEO as a member of an Audit, Risk and Improvement Committee.*"

5.7 The Council will appoint Audit, Risk and Improvement Committee members. Voting requirement of Council is an *Absolute Majority*.

5.8 The Presiding Member and Deputy Presiding Member will be external independent members appointed by resolution of Council after the Ordinary Local Government Election.

5.9 Council will also appoint a Deputy to the Presiding Member, who will be an external independent member. This person will only attend meetings if the Presiding Member is unable to do so.

5.10 The members, taken collectively, will have a broad range of skills and experience relevant to the operations of the Town. At least one member of the committee will have accounting or related financial management experience with an understanding of accounting and auditing standards in a public sector environment.

5.11 A quorum will be a minimum of 50% of the membership.

5.12 Audit, Risk and Improvement Committee members are required by the *Local Government Act 1995* and Code of Conduct in observing the requirements of declaring any proximity, financial or impartiality interests that relate to any matter to be considered at each meeting.

5.13 New members will receive relevant information and briefings on their appointment to assist them to meet their committee responsibilities.

6. Meetings

Audit, Risk and Improvement Committee Terms of Reference

- 6.1 The Audit, Risk and Improvement Committee will meet at least three (3) times per year, with the dates to be set each year by Council, with authority to convene additional meetings, as circumstances require.
- 6.2 Meetings may be called by the Presiding Member of the Audit, Risk and Improvement Committee, or at the request of the Mayor or Chief Executive Officer.
- 6.3 The Audit, Risk and Improvement Committee meetings are generally open to the public unless the Presiding Member or Chief Executive Officer deem it necessary to proceed behind closed doors pursuant to Section 5.23 of the Local Government Act 1995.
- 6.4 All Elected Members are invited to attend each Audit, Risk and Improvement Committee meeting.
- 6.5 All Audit, Risk and Improvement Committee members are expected to attend each meeting in person.
- 6.6 The Chief Executive Officer will facilitate the meetings of the Audit, Risk and Improvement Committee and invite members of management, internal and external auditors or others to attend meetings as observers and to provide pertinent information, as necessary.
- 6.7 The Audit, Risk and Improvement Committee will develop a forward meeting schedule that includes the dates, location, and proposed work plan for each meeting for the forthcoming year, that cover all the responsibilities outlined in this terms of reference.
- 6.8 Meeting agendas will be prepared and provided at least one week in advance to members, along with appropriate briefing materials.
- 6.9 A decision of the Audit, Risk and Improvement Committee is to be made by a simple majority.
- 6.10 Minutes will be taken at each meeting and presented to the subsequent meeting for confirmation.

7. Responsibilities

The Audit, Risk and Improvement Committee will carry out the following responsibilities:

7.1 Risk management

- 7.1.1 Review whether management has in place a current and comprehensive enterprise risk management framework and associated procedures for effective identification and management of the Town's business and financial risks, including fraud.
- 7.1.2 Determine whether a sound and effective approach has been followed in managing the Town's major risks including those associated with individual projects, program implementation, and activities.
- 7.1.3 Review the process of developing and implementing the Town's fraud control arrangements and satisfy itself the Town has appropriate processes and systems in place to detect, capture and effectively respond to fraud-related information.

7.2 Business continuity

- 7.2.1 Determine whether a sound and effective approach has been followed in establishing the Town's business continuity planning arrangements, including

Audit, Risk and Improvement Committee Terms of Reference

whether business continuity and disaster recovery plans have been periodically updated and tested.

7.3 Internal Control

7.3.1 Review whether management has in place relevant policies and procedures and that they are periodically reviewed and updated.

7.3.2 Review whether appropriate policies and supporting procedures are in place for the management and exercise of delegations.

7.4 Financial Report

7.4.1 Review with management and the external auditors the results of the audit, including any difficulties encountered.

7.4.2 Review the annual financial report and performance report of the Town of East Fremantle and its subsidiaries, and consider whether it is complete, consistent with information known to Audit, Risk and Improvement Committee members, and reflects appropriate accounting principles.

7.4.3 Review the process for the consolidation of financial information of the Town related entities into the financial reports of the Town.

7.4.4 Review with management and the external auditors all matters required to be communicated to the Audit, Risk and Improvement Committee under the Australian Auditing Standards.

7.4.5 Review the draft Annual Financial Statements and recommend the adoption of the Annual Financial Statements to Council.

7.5 Compliance

7.5.1 Keep informed of the findings of any examinations by regulatory agencies and any auditor (external) observations and monitor management's response to these findings.

7.5.2 Obtain regular updates from management about compliance matters.

7.6 Internal Audit Charter

7.6.1 Review and recommend the annual internal audit plan for approval by the Council and all major changes to the plan.

7.6.2 Monitor that the internal annual plan is linked with and covers the material business risks.

7.6.3 Review all audit reports and provide advice to the Council on significant issues identified in audit reports and action to be taken on issues raised, including identification and dissemination of good practice.

7.6.4 Monitor management's implementation of audit recommendations.

7.7 External Audit

7.7.1 Note the external auditor's proposed audit scope and approach for financial performance audits, including any reliance on internal auditor activity.

Audit, Risk and Improvement Committee Terms of Reference

- 7.7.2 Consider the findings and recommendations of relevant Performance Audits undertaken by the external auditor and ensure the Town implements relevant recommendations.
- 7.7.3 Provide an opportunity for the Audit, Risk and Improvement Committee to meet with the external auditors to discuss any matters that the Audit, Risk and Improvement Committee or the external auditors believe should be discussed privately.
- 7.7.4 Annually review the performance of external audit including the level of satisfaction with external audit function.
- 7.7.5 Monitor management's implementation of external audit recommendations.
- 7.8 Improvement
 - 7.8.1 Promote continuous improvement initiatives and improvements that lead to enhanced financial health, governance and risk management.
 - 7.8.2 Provide recommendations to Council as appropriate that may lead to improved operational efficiency, service delivery and/or governance and administrative practices.
- 7.9 Reporting Responsibilities
 - 7.8.1 Report regularly to the Council about Audit, Risk and Improvement Committee activities, issues, and related recommendations through circulation of minutes.
 - 7.8.2 Monitor that open communication between the external auditors, and the Town's management occurs.
 - 7.8.3 To review a report given to it by the CEO under regulation 17(3) of the Local Government (Audit) Regulations and is to —
 - (i) report to the council the results of that review;
 - and
 - (ii) give a copy of the CEO's report to the council.
- 7.10 Other Responsibilities
 - 7.9.1 Perform other activities related to this terms of reference as requested by the Council or as required by *Local Government Act 1995 or Local Government (Audit) Regulations 1996*.
 - 7.9.2 Annually review and assess the adequacy of the Audit, Risk and Improvement Committee terms of reference, request Council approval for proposed changes, and ensure appropriate disclosure as might be required by legislation or regulation.



External Complaints Policy

Type:	Office of the CEO – Human Resources
Legislation:	
Delegation:	
Other Related Document:	

Objective

The Town of East Fremantle is committed to providing an efficient, effective and consistent approach in the management of complaints.

Policy Scope

This policy applies to all staff, contractors and volunteers of the Town of East Fremantle who receive and manage customer complaints / feedback relating to services delivered by or on behalf of the Town.

Policy

The Town recognises that an effective complaint management system is an essential part of providing quality customer service and encourages a proactive approach to complaints / customer feedback management.

The Town of East Fremantle's management of our customers' feedback / complaints is set in line with the standards set in the Code of Conduct. All feedback will be attended to in an equitable, unbiased manner.

The Town will collect and register data on customer complaints / feedback through the Town's Customer Service Request Module in the SynergySoft Electronic Management System.

All information that identifies a person/s identity will be confidential.

The decision or action taken regarding the customer complaint / feedback will be communicated to the customer as soon as the decision or action is taken.

Procedure

Receiving complaints

1.1 VERBAL COMPLAINTS

- 1.1.1 Listen carefully and maintain a positive approach.
- 1.1.2 Repeat your understanding of the problem to the customer to check that you have understood.

1.1.3 If the complaint is unclear, it can be helpful to ask 'What is it that you want done?' or 'What is it that you would like to happen?' or 'How can we help you with your concern?'

1.1.4 There are two types of actions to take when dealing with a complaint:

1. If the complaint is about a staff member or policy / procedure of the Town complete a 'Complaints Form'; or
 2. If the complaint is relating to any work or action required by the Town to remedy, enter the details into the Customer Service Request Module.
- **NB: any member of the public wishing to make a complaint of a serious nature against a staff member is required to lodge their complaint in writing and the Complainant is to be advised that action on the complaint can only be taken when he / she agrees to their name being known to the staff member.**

1.1.5 Complaint Form: If the customer is in attendance have the customer sign the form. Make sure that they agree with what has been written on the form. Give them a copy of the form. Register the form in Synergy as incoming correspondence, allocating it to the Human Resources Coordinator (only if the complaint is about an employee), relevant Executive Manager and the Chief Executive Officer.

1.1.6 Customer Service Request: assess the situation to see if there is any action that you can take to resolve the complaint. If there is, inform the customer and resolve the issue. Then record in the Customer Service Request module.

- If you are unable to resolve the issue, advise the customer that an Officer will contact them within the time frames listed for the type of issue on the Customer Service Request.
- The customer must be informed of the outcome and advised if there are any issues impacting on resolving the Request.
- The Officer responsible for the Customer Service Request must deal with the matter as per the Procedure for Customer Service Requests, including: within the timeframes listed on the Request and ensuring that a record of all action taken is included in the 'Action Taken' page of the record.

1.2 WRITTEN COMPLAINTS

1.2.1 When letters of complaints are received, they are dealt with in the same manner as a verbal complaint.

1.2.2 A letter will be sent advising that their complaint has been received and thanking them for providing feedback to the Town.

- Complaint regarding an employee / policy / procedure:
 - Register the correspondence in Synergy as incoming correspondence, allocating it to the Human Resources Coordinator (only if the complaint is about an employee), relevant Executive Manager and the Chief Executive Officer.

- If complaint is pertaining to an employee, the HR Coordinator will investigate the complaint and provide a report to the Chief Executive Officer.
 - If an outcome is not achieved within five (5) working days the HR Coordinator will inform the customer of the process to date.
 - The Chief Executive Officer will provide the customer with details of the outcome of the investigation in writing.
 - If necessary disciplinary action will be taken against the employee.
 - Records will be filed in the Personnel File.
- If the complaint is about a policy / procedure the relevant Executive Manager will take responsibility of the investigation.
 - If an outcome is not achieved within five (5) working days the Executive Manager (or Officer allocated the 'job' by an Executive Manager) will inform the customer of the process to date.
 - The Chief Executive Officer or Executive Manager will provide the customer with details of the outcome of the investigation in writing.
 - All records will be filed in the relevant Synergy file.
- Complaint regarding any work or action required to be undertaken by the Town:
 - Register the correspondence in Synergy as a Customer Service Request.
 - The Officer responsible for the Customer Service Request must deal with the matter as per the Procedure for Customer Service Requests, including: within the timeframes listed on the Request and ensuring that a record of all action taken is included in the 'Action Taken' page of the record.
 - If the matter is not resolved within the required timeframes, the responsible officer must ensure the customer is kept informed of the situation until the matter is resolved.

1.3 UNRESOLVED COMPLAINTS

- 1.3.1 If the complaint has not been resolved within ten (10) working days, the responsible officer will maintain regular contact with the Customer.
- 1.3.2 If the matter cannot be resolved at Officer level, the matter will be referred to Council for resolution.
- 1.3.3 The customer will be advised of this action and the date of the meeting to which the matter has been referred.

- 1.3.4 Once Council has made a determination on the issue, the customer will be informed.
- 1.3.5 A copy of the relevant page from the Minutes will be included with the Investigation documents.
- 1.3.6 If the complaint is still unresolved, the customer should be informed the matter can be referred to an external body such as the Ombudsman, Department of Local Government etc.

1.4 REVIEWING COMPLAINTS

- 1.4.1 On a monthly basis, the Records Officer will provide a report of all Customer Service Requests received (including the action taken to resolve the complaints) and outstanding Customer Service Requests to the Chief Executive Officer.
- 1.4.2 The Chief Executive Officer will inform Council of any complaints of a serious nature received.

1.5 COMPLAINTS ABOUT MEMBERS OF COUNCIL

Complaints made about a Councillor/s can only be made where breaches of the Local Government Act 1995 have occurred, eg:

- **Minor Breach:** includes — breach of a local law relating to conduct at meetings; improper disclosure of information; securing personal advantage or disadvantaging others; misuse of resources; non-disclosure of interests adverse to impartiality; acceptance of gifts; and prohibition against involvement in administration.
- **Serious Breach:** includes — failure to disclose a direct or indirect financial interest or proximity interest at a meeting; failure to lodge a primary return when due; failure to disclose information in a return; member made improper use of information acquired in the performance of his or her functions under the LG Act or any other written law a) to gain directly or indirectly a financial advantage for the member or any other person, b) to cause financial detriment to the local government or any other person.

Responsible Directorate:	Office of the Chief Executive Officer
Reviewing Officer:	Human Resources Coordinator
Decision making Authority:	
Policy Adopted:	21/3/17
Policy Amended/Reviewed:	07/02/2022
Former Policy No:	



CUSTOMER SERVICE REQUESTS POLICY

Objective

The Town aims to ensure:

- That we continuously strive for open and accountable administration practices.
- That service requests are fulfilled efficiently and within the Town's defined Service Level Agreements.
- Organisational uniformity by addressing all service requests in a consistent and structured manner.

This policy applies to all Town of East Fremantle employees, volunteers and elected members.

Policy

The Town of East Fremantle is committed to the delivery of quality customer service. This policy details how the effective management of customer service requests promotes the efficient use of the Town's resources and increases customer satisfaction. The provision of quality customer service is the responsibility of each Town of East Fremantle Officer. The Town of East Fremantle provides an extensive range of services and infrastructure to its customers and the wider community. Customer Service Requests are therefore expected as part of the Town's daily operational practices.

What is a Customer Service Request?

A Customer Service Request for the purpose of this policy is a request for service that requires a third party, whether it be an internal or external contractor, to take an action on providing or improving a Council service.

Types of Customer Service Request

In the Town's experience, most customer enquiries fit within well-established processes, which can be explained to the customer at the time of the request. When a customer contacts the Town for reasons other than a straightforward request of factual information, the contact must be logged into SynergySoft's Customer Request Module to ensure that the request is directed to the relevant action officer. All of the Town of East Fremantle's employees, volunteers and elected members are responsible for submitting all requests through the required process.

The following types of requests will be processed as a Customer Service Request:

- Requests for all of the Town's services, internal or external.
- Requests for the Town's to exercise its regulatory or compliance functions.
- The lodging of an appeal, concern or objection in accordance with a statutory process, standard procedure or policy.
- Appeals for waiver or review of a penalty infringement notice.
- Complaints or compliments that may be an expression of dissatisfaction or satisfaction about issues or services provided by Town.

The following types of requests should not be processed through the CRMS:

- Complaints regarding the conduct of officers from the Town of East Fremantle
- Complaints regarding the conduct of elected Members for the Town of East Fremantle

Complaints of this nature will be managed in accordance to the Town's External Complaints Policy.

Reasonable Request for Service

In determining how to respond to a request for service, Town will consider:

- An assessment of risk
- Statutory responsibilities
- The content of Town of East Fremantle's Strategic Community Plan and Annual Budget
- Relevant Policies and Procedures
- Established service standards and response times for regular activities

Recording a Service Request

The Town has an obligation to properly record all internal and external customer requests and feedback. All customer service requests, whether they are required by an internal or external stakeholder must be recorded as a CRM.

Requests are recorded as a CRM to ensure that operational areas can manage their workflow process efficiently. Data will be analysed for service improvement opportunities.

A customer can make a service request by:

- Completing the online Contact Us form on the Town's website
- Telephone
- Email
- Letter
- In Person to an employee or Reception at the Town Hall
- Through Elected Members

All requests will be regarded with equity and no distinction will be made by the method that the customer chooses to contact the Town. Service requests made through an indirect channel such as blogs or through social media directed at a third party cannot be easily monitored and therefore cannot be accepted as a service request.

Timeframe for Response

The circumstances of individual requests for service will vary greatly. In the majority of cases, requests will be processed promptly and the customer will be advised verbally or in writing. Any attempts to contact the customer, along with the resolution, must be recorded as an action in the CRM.

Routine requests are often subject to Service Level Agreements (SLA) dictated by the Service Unit. For example, Bin Repair requests will be completed within 2 business days and urgent requests that endanger public safety will be assessed, where practical within 24 hours. If Town is unable to fulfil the request within the specified timeframes, the customer will be notified and where possible given a projected completion date.

Other service requests may be aligned to coincide with existing scheduling in a particular location or season. Examples of this include bulk green waste collection that occurs three times per year or tree planting that occurs during a specific season. However, there are exceptions to the rule, and the Town will consider the request on its own merits or if the issue is a threat to public safety.

Related Documents

Customer Service charter

Complaints Policy

Customer Service Request Procedure and Workflow Diagrams



2.2.4 Risk Management

Type:	Corporate Services – Risk Management
Legislation:	AS/NZS ISO 31000:2018
Delegation:	N/A
Other Related Document:	Risk Management Procedures (Attached)

Objective

The Town of East Fremantle's ("the Town") Risk Management Policy documents the commitment and objectives regarding managing uncertainty that may impact the Town's strategies, goals or objectives. To encourage an integrated, effective and organisation wide approach to risk management within the Town, facilitating value creation and protection.

Definitions

(From AS/NZS ISO 31000:2018)

Risk: Effect of uncertainty on objectives.

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects (such as financial, health & safety and environmental goals) and can apply at different levels (such as strategic, organisationwide, project product or process).

Risk Management: Coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process: Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Policy

It is the Town's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2018 Risk management), in the management of all risks that may affect the Town, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the Town's Integrated Planning Framework.

The Town's Senior Staff Group will determine and communicate the Risk Management Policy, Objectives and Procedures, as well as direct and monitor implementation, practice and performance.

Every employee, elected member, volunteer and contractor within the Town is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.

Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.

Risk Management Objectives

- Optimise the achievement of our vision, experiences, strategies, goals and objectives.
- Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
- Enhance risk versus return within our risk appetite.
- Embed appropriate and effective controls to mitigate risk.
- Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
- Enhance organisational resilience.
- Identify and provide for the continuity of critical operations.

Risk Appetite

The Town defined its risk appetite through the development and endorsement of the Town's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Procedures and are subject to ongoing review in conjunction with this policy.

All organisational risks to be reported at a corporate level are to be assessed according to the Town's Risk Assessment and Acceptance Criteria to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisation's appetite and are to be noted within the individual risk assessment and approved by a member of the Senior Staff Group.

As a public body, there is an expectation that the Town will maintain an inherent low appetite for risk and as a consequence adopt policies and maintain systems and procedures to create value and protect, the Town, and its stakeholders.

Roles, Responsibilities & Accountabilities

The CEO is responsible for the allocation of roles, responsibilities and accountabilities. These are documented in the Risk Management Procedures (Operational Document).

Monitor & Review

The Town will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.

Attachment

Risk Management Procedures

Responsible Directorate:	Office of the Chief Executive Officer
Reviewing Officer:	Executive Manager Corporate Services
Decision making Authority:	Council
Policy Adopted:	21/3/17
Policy Amended/Reviewed:	17/9/19, 8/12/20
Former Policy No:	4.3.4

Risk Management Procedures

Governance

Appropriate governance of risk management within the Town of East Fremantle (the "Town") provides:

- Transparency of decision making.
- Clear identification of the roles and responsibilities of risk management functions.
- An effective Governance Structure to support the risk framework.

Framework Review

The Risk Management Framework is to be reviewed for appropriateness and effectiveness annually.

Operating Model

The Town has adopted a "Three Lines of Defence" model for the management of risk. This model ensures roles; responsibilities and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support the delivery of the Strategic, Corporate & Operational Plans.

First Line of Defence

All operational areas of the Town are considered '**1st Line**'. They are responsible for ensuring that risks within their scope of operations are identified, assessed, managed, monitored and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk. Associated responsibilities include;

- Establishing and implementing appropriate processes and controls for the management of risk (in line with these procedures).
- Undertaking adequate analysis (data capture) to support the decision-making process of risk.
- Prepare risk acceptance proposals where necessary, based on level of residual risk.
- Retain primary accountability for the ongoing management of their risk and control environment.

Second Line of Defence

The Executive Assistant Corporate Services acts as the primary '**2nd Line**'. This position owns and manages the framework for risk management, drafts and implements governance procedures and provides the necessary tools and training to support the 1st line process. The Senior Staff Group, in their capacity as Risk Committee, supplements the second line of defence.

Maintaining oversight on the application of the framework provides a transparent view and level of assurance to the 1st & 3rd lines on the risk and control environment. Support can be provided by additional oversight functions completed by other 1st Line Teams (where applicable). Additional responsibilities include:

- Providing independent oversight of risk matters as required.
- Monitoring and reporting on emerging risks.
- Co-ordinating the Town's risk reporting for the CEO & Senior Staff Group and the Audit Committee.

Third Line of Defence

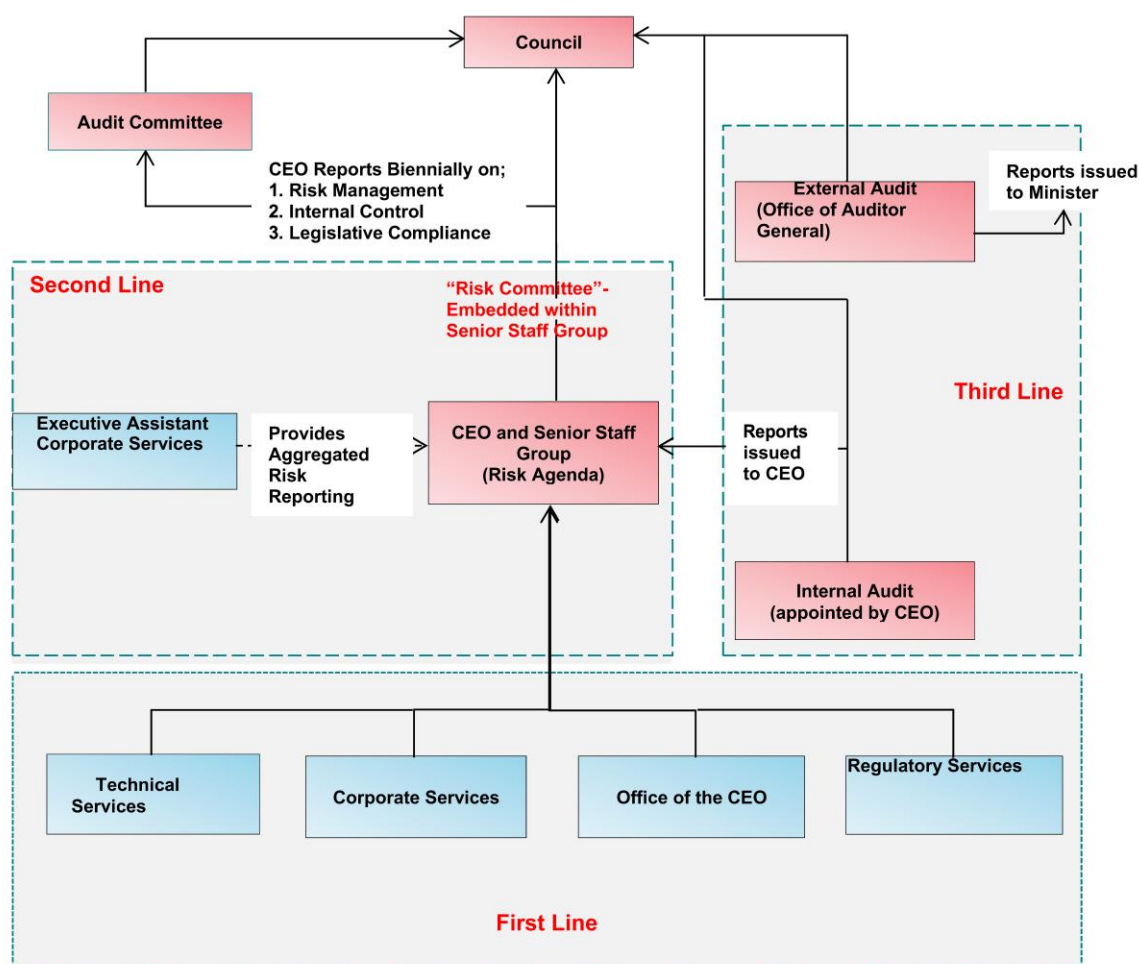
Internal self-audits & External Audits are the '**3rd Line**' of defence, providing assurance to the Council, Audit Committee and Town Management on the effectiveness of business operations and oversight frameworks (1st & 2nd Line).

Internal Audit – Appointed by the CEO to report on the adequacy and effectiveness of internal control processes and procedures. The scope of which would be determined by the CEO with input from the Audit Committee.

External Audit – Appointed by the Council on the recommendation of the Audit Committee to report independently to the President and CEO on the annual financial statements only.

Governance Structure

The following diagram depicts the current operating structure for risk management within the Town.



Roles & Responsibilities

CEO / Council

- Review and approve the Town's Risk Management Policy and Risk Assessment & Acceptance Criteria.
- Appoint / Engage External Auditors to report on financial statements annually.
- Establish and maintain an Audit Committee in terms of the Local Government Act.

Audit Committee

- Support Council in providing effective corporate governance.
- Oversight of all matters that relate to the conduct of External Audits.
- Independent, objective and autonomous in deliberations.
- Recommendations to Council on External Auditor appointments.

CEO / Senior Staff Group

- Undertake internal Audits as required under Local Government (Audit) Regulations.
- Liaise with Council in relation to risk acceptance requirements.
- Approve and review the appropriateness and effectiveness of the Risk Management Framework.
- Drive consistent embedding of a risk management culture.
- Analyse and discuss emerging risks, issues and trends.
- Document decisions and actions arising from risk matters.
- Own and manage the Risk Profiles at Town Level.

Executive Assistant Corporate Services

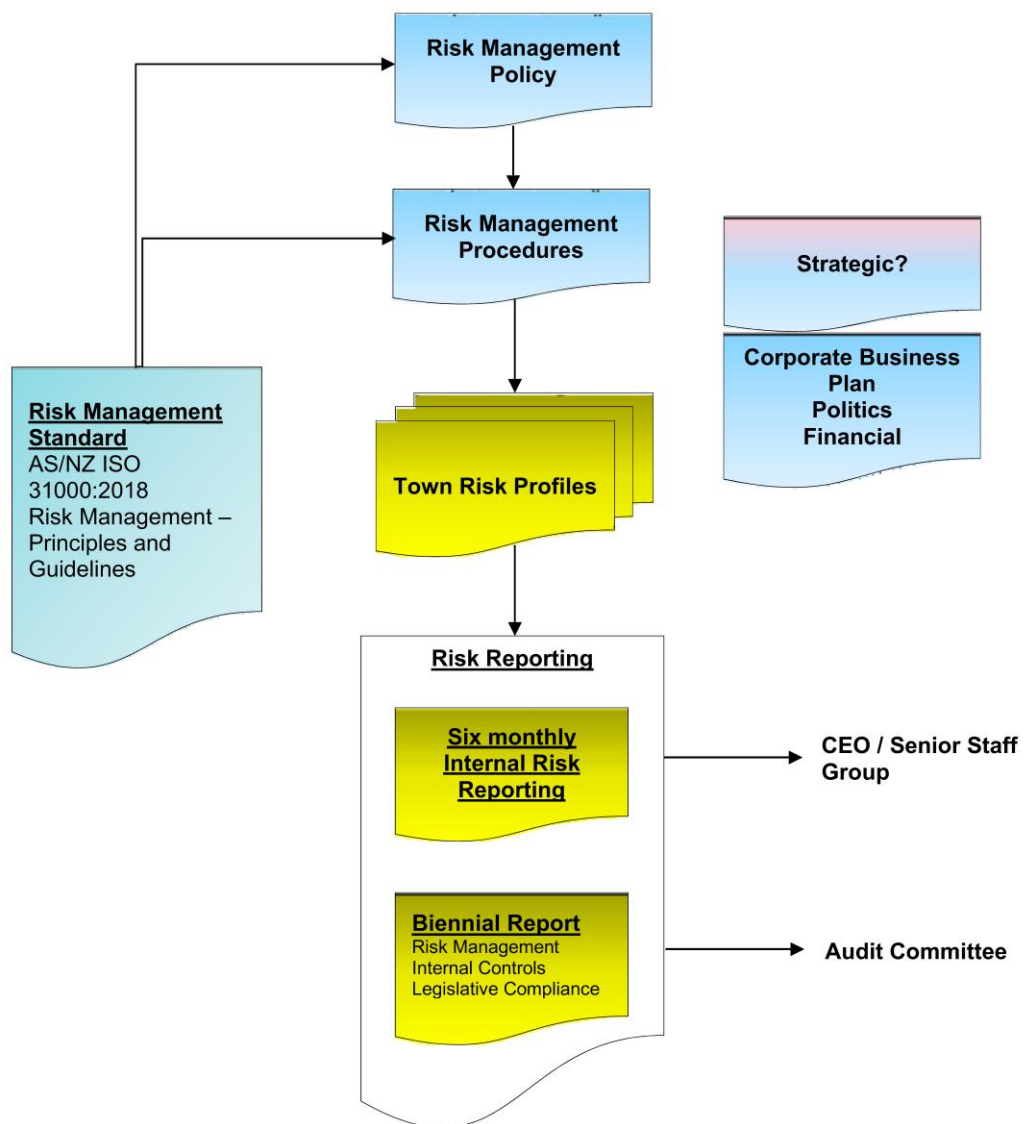
- Oversee and facilitate the Risk Management Framework.
- Support reporting requirements for risk matters.

Work Areas

- Drive risk management culture within work areas.
- Own, manage and report on specific risk issues as required.
- Assist in the Risk & Control Management process as required.
- Highlight any emerging risks or issues accordingly.
- Incorporate 'Risk Management' into Management Meetings, by incorporating the following agenda items;
 - New or emerging risks.
 - Review existing risks.
 - Control adequacy.
 - Outstanding issues and actions.

Document Structure (Framework)

The following diagram depicts the relationship between the Risk Management Policy, Procedures and supporting documentation and reports.





Risk & Control Management

All Work Areas of the Town are required to assess and manage the Risk Profiles on an ongoing basis.

Each Manager, in conjunction with the Executive Assistant Corporate Services is accountable for ensuring that Risk Profiles are:

- Reflective of the material risk landscape of the Town.
- Reviewed on at least a six-monthly basis, or sooner if there has been a material restructure or change in the risk and control environment.
- Maintained in the standard format.

This process is supported by the use of data inputs, workshops and ongoing business engagement.

Risk & Control Assessment

To ensure alignment with AS/NZ ISO 31000:2018 Risk Management, the following approach is to be adopted from a Risk & Control Assessment perspective:

A: Establishing the Context

The first step in the risk management process is to understand the context within which the risks are to be assessed and what is being assessed, this forms two elements:

Organisational Context

The Town's Risk Management Procedures provide the basic information and guidance regarding the organisational context to conduct a risk assessment; this includes Risk Assessment and Acceptance Criteria (Appendix A) and any other tolerance tables as developed. In addition, existing Risk Themes are to be utilised (Appendix C) where possible to assist in the categorisation of related risks.

Any changes or additions to the Risk Themes must be approved by the Executive Assistant Corporate Services and CEO.

All risk assessments are to utilise these documents to allow consistent and comparable risk information to be developed and considered within planning and decision-making processes.

Specific Risk Assessment Context

To direct the identification of risks, the specific risk assessment context is to be determined prior to and used within the risk assessment process.

For risk assessment purposes the Town has been divided into three levels of risk assessment context:

1. Strategic Context

This constitutes the Town's external environment and high-level direction. Inputs to establishing the strategic risk assessment environment may include;

- Organisation's Vision
- Stakeholder Analysis
- Environment Scan / SWOT Analysis
- Existing Strategies / Objectives / Goals

2. Operational Context

The Town's day to day activities, functions, infrastructure and services. Prior to identifying operational risks, the operational area should identify its Key Activities i.e. what is trying to be achieved. Note: these may already be documented in business plans, budgets etc.

3. Project Context

Project Risk has two main components:

- **Direct** refers to the risks that may arise as a result of project activity (i.e. impacting on current or future process, resources or IT systems) which may prevent the Town from meeting its objectives
- **Indirect** refers to the risks which threaten the delivery of project outcomes.

In addition to understanding what is to be assessed, it is also important to understand who are the key stakeholders or areas of expertise that may need to be included within the risk assessment.

B: Risk Identification

Using the specific risk assessment context as the foundation, and in conjunction with relevant stakeholders, answer the following questions, capture and review the information within each Risk Profile.

- What can go wrong? / What are areas of uncertainty? (Risk Description)
- How could this risk eventuate? (Potential Causes)
- What are the current measurable activities that mitigate this risk from eventuating? (Controls)
- What are the potential consequential outcomes of the risk eventuating? (Consequences)

C: Risk Analysis

To analyse the risks, the Town's Risk Assessment and Acceptance Criteria (Appendix A) is applied:

- Based on the documented controls, analyse the risk in terms of Existing Control Ratings
- Determine relevant consequence categories and rate how bad it could be if the risk eventuated with existing controls in place (Consequence)
- Determine how likely it is that the risk will eventuate to the determined level of consequence with existing controls in place (Likelihood)
- By combining the measures of consequence and likelihood, determine the risk rating (Level of Risk)

D: Risk Evaluation

The Town is to verify the risk analysis and make a risk acceptance decision based on:

- Controls Assurance (i.e. are the existing controls in use, effective, documented, up to date and relevant)
- Existing Control Rating
- Level of Risk
- Risk Acceptance Criteria (Appendix A)
- Risk versus Reward / Opportunity

The risk acceptance decision needs to be documented and acceptable risks are then subject to the monitor and review process. Note: Individual Risks or Issues may need to be escalated due to urgency, level of risk or systemic nature.

E: Risk Treatment

For unacceptable risks, determine treatment options that may improve existing controls and/or reduce consequence / likelihood to an acceptable level.

Risk treatments may involve actions such as avoid, share, transfer or reduce the risk with the treatment selection and implementation to be based on;

- Cost versus benefit
- Ease of implementation
- Alignment to organisational values / objectives

Once a treatment has been fully implemented, the Executive Assistant Corporate Services is to review the risk information and acceptance decision with the treatment now noted as a control and those risks that are acceptable then become subject to the monitor and review process (Refer to Risk Acceptance section).

F: Monitoring & Review

The Town is to review all Risk Profiles at least on a six monthly basis or if triggered by one of the following;

- Changes to context,
- A treatment is implemented,
- An incident occurs or due to audit/regulator findings.

The Executive Assistant Corporate Services is to monitor the status of risk treatment implementation and report on, if required.

The CEO & Senior Staff Group will monitor significant risks and treatment implementation as part of their normal agenda item on a quarterly basis with specific attention given to risks that meet any of the following criteria:

- Risks with a Level of Risk of High or Extreme
- Risks with Inadequate Existing Control Rating
- Risks with Consequence Rating of Extreme
- Risks with Likelihood Rating of Almost Certain

The design and focus of the Risk Summary report will be determined from time to time on the direction of the CEO & Senior Staff Group. They will also monitor the effectiveness of the Risk Management Framework ensuring it is practical and appropriate to the Town.

G: Communication & Consultation

Throughout the risk management process, stakeholders will be identified, and where relevant, be involved in or informed of outputs from the risk management process.

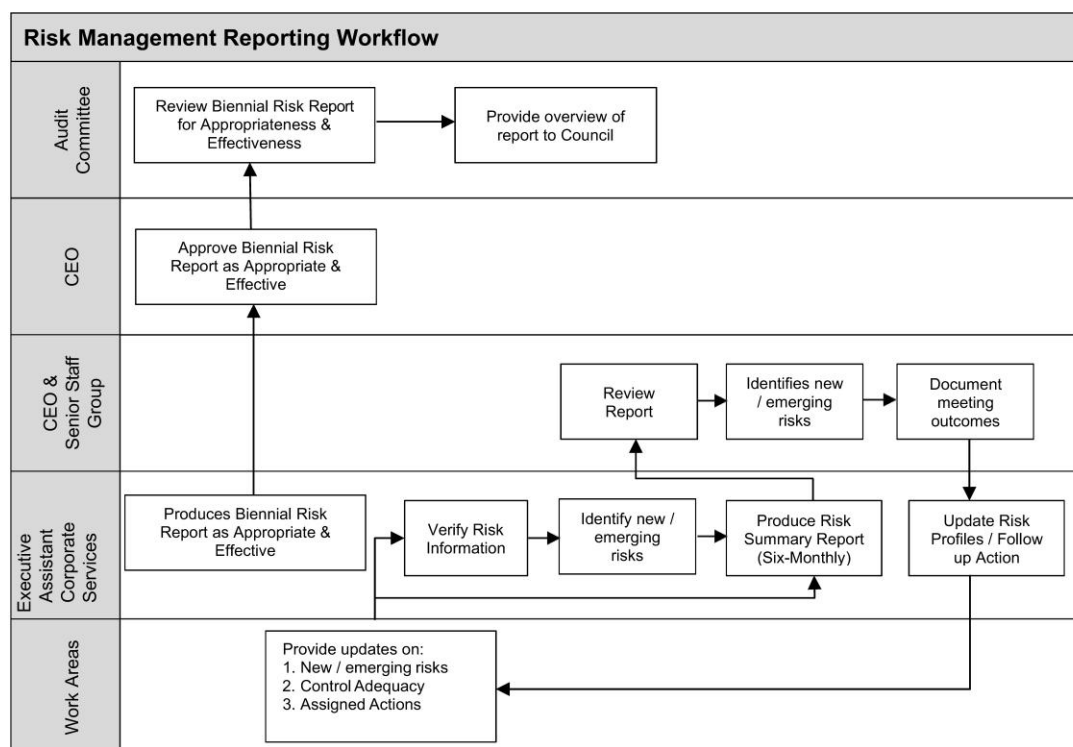
Risk management awareness and training will be provided to staff as part of their OS&H Program.

Risk management will be included within the employee induction process to ensure new employees are introduced to the Town's risk management culture.

Reporting Requirements

Coverage & Frequency

The following diagram provides a high level view of the ongoing reporting process for Risk Management.



Each Work Area is responsible for ensuring:

- They continually provide updates in relation to new and emerging risks, control effectiveness and indicator performance to the Executive Assistant Corporate Services.
- Work through assigned actions and provide relevant updates to the Executive Assistant Corporate Services.
- Risks / Issues reported to the CEO & Senior Staff Group are reflective of the current risk and control environment.

The Executive Assistant Corporate Services is responsible for:

- Ensuring Town Risk Profiles are formally reviewed and updated, at least on a six monthly basis or when there has been a material restructure, change in risk ownership or change in the external environment.
- Producing a six-monthly Risk Report for the CEO & Senior Staff Group which contains an overview Risk Summary for the Town.
- Annual Compliance Audit Return completion and lodgement.

Indicators

Indicators are required to be used for monitoring and validating risks and controls. The following describes the process for the creation and reporting of Indicators:

Identification

The following represent the minimum standards when identifying appropriate Indicator risks and controls:

- The risk description and casual factors are fully understood
- The Indicator is fully relevant to the risk or control
- Predictive Indicators are adopted wherever possible
- Indicators provide adequate coverage over monitoring risks and controls

Validity of Source

In all cases an assessment of the data quality, integrity and frequency must be completed to ensure that the Indicator data is relevant to the risk or Control.

Where possible the source of the data (data owner) should be independent to the risk owner. Overlapping Indicators can be used to provide a level of assurance on data integrity.

If the data or source changes during the life of the Indicator, the data is required to be revalidated to ensure reporting of the Indicator against a consistent baseline.

Tolerances

Tolerances are set based on the Town's Risk Appetite. They may be set and agreed over three levels:

- Green – within appetite; no action required.
- Amber – the Indicator must be closely monitored and relevant actions set and implemented to bring the measure back within the green tolerance.
- Red – outside risk appetite; the Indicator must be escalated to the CEO & Senior Staff Group where appropriate management actions are to be set and implemented to bring the measure back within appetite.

Monitor & Review

All active Indicators are updated as per their stated frequency of the data source.

When monitoring and reviewing Indicators, the overall trend should be considered over a longer timeframe than individual data movements. The trend of the Indicators is specifically used as an input to the risk and control assessment.

Risk Acceptance

Day-to-day operational management decisions are generally managed under the delegated authority framework of the Town.

Risk Acceptance outside of the appetite framework is a management decision to accept, within authority levels, material risks which will remain outside appetite framework (refer Appendix A – Risk Assessment & Acceptance Criteria) for an extended period of time (generally 3 months or longer).

The following process is designed to provide a framework for those outside appetite framework identified risks.

The 'Risk Acceptance' must be in writing, signed by the relevant Manager and cover:

- A description of the risk.
- An assessment of the risk (e.g. Impact consequence, materiality, likelihood, working assumptions etc)
- Details of any mitigating action plans or treatment options in place
- An estimate of the expected remediation date.

Reasonable action should be taken to mitigate the risk. A lack of budget to remediate a material risk outside of appetite is not sufficient justification in itself to accept a risk.

Accepted risks must be continually reviewed through standard operating reporting structure (i.e. Senior Staff Group)



Appendix A – Risk Assessment and Acceptance Criteria

Town of East Fremantle Measures of Consequence							
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
Insignificant (1)	Near-Miss or First Aid	Less than \$10,000	No material service interruption	Minor regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response
Minor (2)	Medical type injuries	\$10,001 - \$50,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non-compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
Moderate (3)	Lost time injury >14 Days	\$50,001 - \$250,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
Major (4)	Long-term disability / multiple injuries	\$250,001 - \$1,000,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
Extreme (5)	Fatality, permanent disability	More than \$1,000,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact



Town of East Fremantle Measures of Likelihood			
Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances	More than once per year
4	Likely	The event will probably occur in most circumstances	At least once per year
3	Possible	The event should occur at some time	At least once in 3 years
2	Unlikely	The event could occur at some time	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years

Town of East Fremantle Risk Matrix						
Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		A?	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)



Town of East Fremantle Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
LOW (1-4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MODERATE (5-9)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
HIGH (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Director / CEO
EXTREME (17-25)	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council

Town of East Fremantle Existing Controls Ratings		
Rating	Foreseeable	Description
Effective	There is little scope for improvement.	Processes (Controls) operating as intended and / or aligned to Policies & Procedures; are subject to ongoing maintenance and monitoring and are being continuously reviewed and tested.
Adequate	There is some scope for improvement.	Whilst some inadequacies have been identified; Processes (Controls) are in place, are being addressed / complied with and are subject to periodic review and testing.
Inadequate	A need for corrective and / or improvement actions exist.	Processes (Controls) not operating as intended, do not exist, or are not being addressed / complied with, or have not been reviewed or tested for some time.

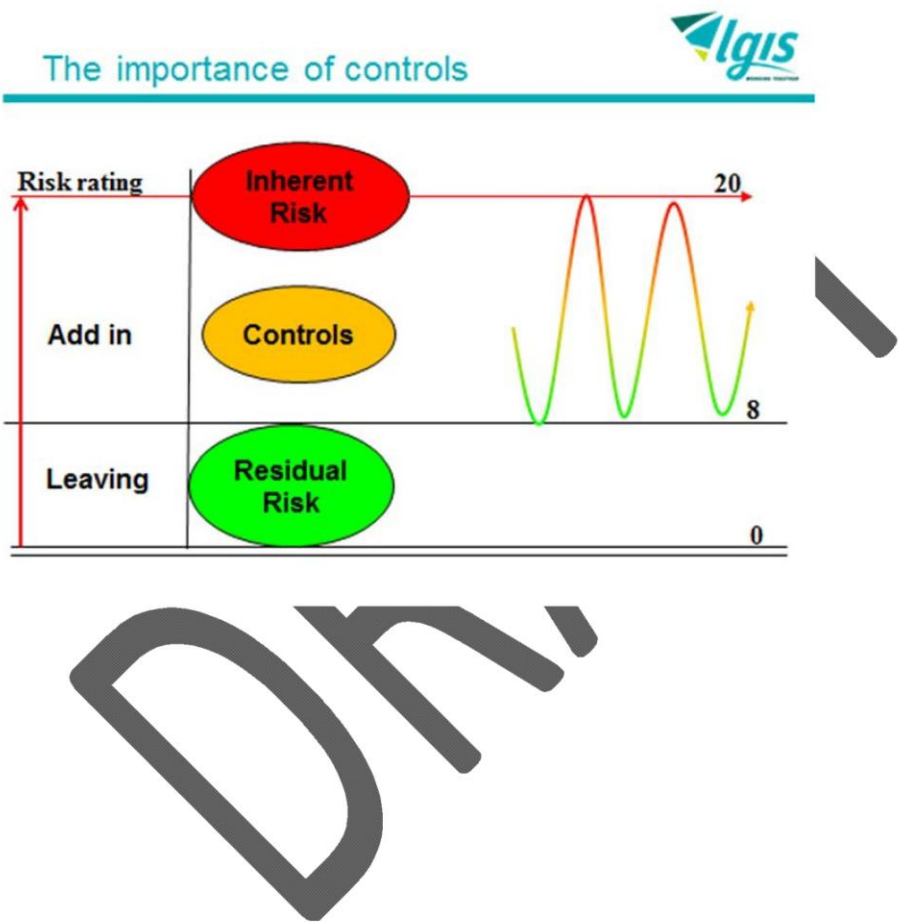


Appendix B – Risk Profile Template

Risk Theme			Date
<u>This Risk Theme is defined as:</u> <i>Definition of Theme</i>			
<u>Potential causes include:</u> <i>List of potential causes</i>			
Controls	Type	Date	Town Rating
<i>List of Controls</i>			
Overall Control Ratings:			
Consequence Category	Risk Ratings		Town Rating
	Consequence:		
	Likelihood:		
Overall Risk Ratings:			
Indicators	Tolerance	Date	Overall Town Result
<i>List of Indicators</i>			
<u>Comments</u> <i>Rationale for all above ratings</i>			
Current Issues / Actions / Treatments		Due Date	Responsibility
<i>List current issues / actions / treatments</i>			



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MEASURES OF CONSEQUENCE (PROJECT)

LEVEL	RATING	Project TIME	Project COST	Project SCOPE / QUALITY
1	Insignificant	Exceeds deadline by >5% of project timeline	Exceeds project budget by 2%	Minor variations to project scope or quality
2	Minor	Exceeds deadline by >10% of project timeline	Exceeds project budget by 5%	Scope creep requiring additional work, time or resources. Reduced perception of quality by Stakeholders.
3	Moderate	Exceeds deadline by >15% of project timeline	Exceeds project budget by 7.5%	Scope creep requiring additional work, time and resources or shortcuts being taken. Stakeholder concerns.
4	Major	Exceeds deadline by >20% of project timeline	Exceeds project budget by 15%	Project goals, deliverables, costs and/or deadline failures. Project no longer aligned with the project scope Stakeholder intervention in project.
5	Extreme	Exceeds deadline by 25% of project timeline	Exceeds project budget by 20%	Failure to meet project objectives. Project outcomes negatively affecting the community or the environment. Public embarrassment, third party actions.

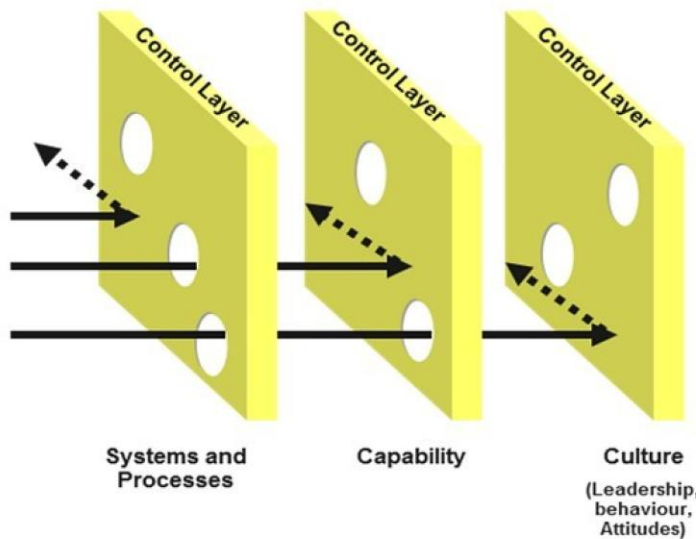


Programme:	
Programme Owner:	
Project Ref:	
Project Name:	
Project Manager:	
Directorate:	
Business Unit:	
Date of Assessment:	
Assessor:	

Context	Screening Question	Yes/No	Project Impact	Yes/No	Level of Project Risk	Instructions	Organisational Impact	Yes/No	Level of Organisational Risk	Instructions	Additional Supporting Comments
Health & Safety	1. Is there a risk that the project may cause harm to persons (staff, contractor, public)										
Financial	2. Is there a risk that the project may exceed budget?										
Time	3. Is there a risk that the project deadline is exceeded?										
Scope / Quality	4. Is there a risk that the project scope or quality may vary?										
Environment	5. Is there a risk that the project may impact the natural environment?										

The Swiss Cheese Model

Hazards / risks



Source: James Reason (1990). *Human Error*. Cambridge University Press.

13.8 RESOLUTIONS FROM ANNUAL ELECTORS MEETING 120526 - TREE RETENTION ON PRIVATE LAND

Report Reference Number	OCR-4266
Prepared by	Fraser Henderson, Executive Manager Regulatory Services
Supervised by	Jonathan Throssell, Chief Executive Officer
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple
Documents tabled	Nil
Attachments	Nil

PURPOSE

To consider a decision adopted at the recent Annual Electors' Meeting held on 12 May 2026 requesting Council adopt a tree retention policy for private property.

EXECUTIVE SUMMARY

At the Annual Electors' Meeting (AEM) held on 12 May 2026, electors resolved that the Town adopt the WALGA Model Local Planning Policy – Tree Retention.

Officers note that, prior to the AEM:

- a recent State Administrative Tribunal (SAT) decision found that, depending on context, tree removal may constitute "development" requiring development approval.
- in response to this decision, the Town has already developed a draft Local Planning Policy for tree retention on private land, informed by the Town's specific circumstances rather than adopting the WALGA model.

The draft policy reflects the legal position that tree removal may already constitute development and adopts a framework that clarifies when development approval is not required, rather than only when it is required.

To support an evidence-based approach the Town has undertaken hyperspectral aerial monitoring across the municipality. This work will provide detailed information on urban canopy coverage, its spatial distribution, and areas where canopy loss is occurring.

Officers are currently awaiting the results of this analysis. Once received and reviewed, this data will inform the final policy settings and support Council in making an informed decision regarding the regulation of tree removal on private land.

A further report is expected to be presented to Council within approximately 2–3 months.

BACKGROUND

Council held its Annual Electors' Meeting (AEM) on Tuesday 12 May 2026, which was attended by twelve members of the public.

Three decisions were made at the AEM. This report deals with the following decision regarding the adoption of the WALGA Model Local Planning Policy -Tree Retention.

AEM Decision 3

That the Town of East Fremantle adopts the WALGA Model Local Planning Policy – Tree Retention which provides protection for mature trees on private property by defining the removal of a regulated tree as “works” which require development approval.

At the meeting, the EMRS had outlined that the planning context has been clarified by a recent State Administrative Tribunal (SAT) decision, which found that:

- tree removal or tree damaging activity may constitute “works”; and
- such works may constitute “development” under the Planning and Development Act 2005, depending on the circumstances.

Prior to this decision:

- it was generally understood that tree removal, in isolation, did not constitute development;
- local governments relied on local planning policies to define when development approval would be required, as reflected in the WALGA model policy approach.

Following the SAT decision:

- tree removal may already constitute development unless it is otherwise exempt; and
- the role of a Local Planning Policy has consequently shifted.

In this context:

- rather than defining when development approval is required;
- a Local Planning Policy is now required to define when development approval is not required, through appropriate exemptions.

In response:

- the Town has prepared a draft Local Planning Policy tailored to its local context and informed by the SAT decision; and
- the policy adopts an exemption-based approach to ensure that minor or insignificant tree removal (i.e. de minimis works) is not unnecessarily captured.

To support development of the policy:

- the Town has undertaken hyperspectral aerial monitoring to better understand urban tree canopy; and
- the results of this work are expected imminently and will inform final policy settings.

CONSULTATION

At this stage, no formal consultation has been undertaken.

Should Council support progression of a draft Local Planning Policy, it will be publicly advertised for a minimum of 21 days in accordance with the Planning and Development (Local Planning Schemes) Regulations 2015.

STATUTORY ENVIRONMENT

The relevant legislation includes:

- Planning and Development Act 2005
- Planning and Development (Local Planning Schemes) Regulations 2015

POLICY IMPLICATIONS

There are no direct policy implications arising from the AEM resolution.

The Town is already in the process of developing a Local Planning Policy for tree retention on private land, tailored to the Town's local context and informed by recent changes to the planning framework

Any policy implications will be addressed through a future report to Council seeking adoption of that Local Planning Policy.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with this item.

STRATEGIC IMPLICATIONS

Preparation of a Local Planning Policy relating to tree retention:

- Supports protection of the Town's urban canopy and environmental values;
- Aligns with strategic objectives relating to sustainability, amenity, and neighbourhood character

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Not address the electors' meeting resolution	Rare (1)	Insignificant (1)	Low (1-4)	REPUTATIONAL Substantiated, low impact, low news item	Accept Officer Recommendation

RISK MATRIX

Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	1
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

Not applicable

COMMENT

The AEM resolution seeks adoption of the WALGA Model Local Planning Policy – Tree Retention.

Officers note that the planning and legal context has changed following the SAT decision. Historically, tree removal was generally not treated as development unless specifically regulated, and the WALGA model policy reflects this approach by defining when development approval is required

The SAT decision has clarified that tree removal may already constitute development, and that whether approval is required is dependent on context. This creates a practical issue in that, in the absence of a policy, a broad range of tree removal activities could be captured as development. This may extend to minor or insignificant works (i.e. de minimis), resulting in an unreasonable regulatory burden.

As a result, a Local Planning Policy is now required primarily to exempt certain tree removal activities from requiring development approval. Officers have already prepared a draft Local Planning Policy based on this approach and informed by the WALGA Model.

The finalisation of this policy is dependent on hyperspectral aerial monitoring that has been undertaken across the Town. This work will provide detailed information on canopy coverage, its distribution, and areas where canopy loss is occurring. The Town is currently awaiting receipt of this data.

Once the data is received, officers will need to review and interpret the modelling and associated reporting to ensure it is appropriately understood and can be relied upon. This information will underpin an evidence-based approach to the policy and support informed decision-making by Council.

Following this review, and subject to the outcomes of the analysis being suitable, officers anticipate that it will take a further two to three months to finalise the policy and present a report to Council for consideration. At this stage, the data is expected imminently.

CONCLUSION

Officers have already developed a draft Local Planning Policy responding to the SAT decision and the Town's local context.

It is appropriate that this policy be finalised following review of canopy data, rather than adopting the WALGA model without local adaptation.

A further report will be presented to Council once this work is complete.

13.8 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER RECOMMENDATION:

That, in response to the AEM Decision 3 (as detailed in this report) adopted at the Annual Meeting of Electors held on 12 May 2026, Council notes:

- 1. the resolution of the electors;**
- 2. a draft Local Planning Policy relating to tree removal on private land has been prepared by officers;**
- 3. further analysis of urban canopy data is required to inform the policy; and**
- 4. a further report be presented to Council within approximately 2–3 months presenting a draft Local Planning Policy for consideration.**

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

No Attachments

13.9 EXECUTION OF DOCUMENT POLICY

Report Reference Number	OCR-4180
Prepared by	Jonathan Throssell, Chief Executive Officer
Supervised by	N/A
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple majority
Documents tabled	Nil
Attachments	

1. Execution of Documents Policy
2. Execution of Documents Procedure

PURPOSE

To seek Council adoption of a new Execution of Documents Policy, which establishes a clear governance framework for the execution of documents on behalf of the Town of East Fremantle, including when Council resolution is required and how documents may be executed under delegated or authorised authority.

EXECUTIVE SUMMARY

This report recommends adoption of a new Execution of Documents Policy to provide clear, consistent and legally compliant guidance on the execution of documents on behalf of the Town of East Fremantle.

The policy has been developed in accordance with the *Local Government Act 1995* and clarifies:

- when documents must be referred to Council for approval and execution;
- when documents may be executed under delegated or authorised authority; and
- the circumstances in which the Town's Common Seal may be affixed.

The policy categorises documents into three classes based on their nature, complexity and risk. Importantly, the policy establishes that documents requiring the Common Seal (Category 1) must be authorised by a specific resolution of Council in every instance, ensuring strong governance oversight for significant or statutory instruments.

Adoption of the policy will improve organisational consistency, reduce ambiguity for staff, and strengthen compliance with legislative and governance requirements.

BACKGROUND

Historically, the execution of documents on behalf of the Town has relied on a combination of legislative provisions, Council resolutions and delegation instruments, without a single, consolidated policy framework.

As a result, staff have had limited formal guidance on:

- how documents should be categorised;
- when Council approval is required before execution; and
- which officers are authorised to execute documents in different circumstances.

The proposed policy addresses this gap by establishing a clear execution framework aligned with:

- section 9.49A of the *Local Government Act 1995*;
- the Town's Register of Delegations; and

- contemporary WA local government governance practice.

CONSULTATION

ELT

Council Members – Concept Forum

STATUTORY ENVIRONMENT

Local Government Act 1995

Town of East Fremantle Register of Delegations

POLICY IMPLICATIONS

If adopted, the Execution of Documents Policy will:

- be included in the Town's Council Policy Register; and
- be supported by an Execution of Documents Procedure, approved by the Chief Executive Officer, which provides administrative guidance to staff.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

This policy supports the Town of East Fremantle Strategic Community Plan 2020–2030, particularly:

Strategic Priority 5 – Leadership and Governance

- 5.1 Strengthen organisational accountability and transparency
- 5.3 Strive for excellence in leadership and governance

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Ambiguity or inconsistency in document execution practices	Possible (3)	Moderate (3)	Moderate (5-9)	COMPLIANCE Some temporary non-compliances	Adoption of a clear policy and supporting procedure

Failure to adopt the policy would maintain existing ambiguity and reliance on custom and practice, increasing compliance and governance risk over time.

RISK MATRIX

Consequence Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	9
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

N/A

COMMENT

The policy has been deliberately drafted to adopt a conservative and transparent governance approach, particularly in relation to documents requiring the Common Seal.

Under the policy:

- classification of a document as Category 1 does not of itself authorise execution or sealing; and
- Council retains decision-making authority to approve execution and affixing of the Common Seal for each Category 1 document.

This approach is consistent with the *Local Government Act 1995* and reflects one of the two recognised governance models in WA local government practice, prioritising clarity, accountability and risk control.

CONCLUSION

Adoption of the Execution of Documents Policy will provide a clear, consistent and legally robust framework for the execution of documents on behalf of the Town. The policy strengthens governance controls, clarifies roles and responsibilities, and supports compliant decision-making.

13.9 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER RECOMMENDATION:

That Council by simple majority, adopts the Execution of Documents Policy, as attached to this report.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Attachments start on the next page



XX Execution of Documents Policy

Type:	Governance
Legislation:	<i>Local Government Act 1995</i>
Delegation:	
Other Related Document:	

1. Objective

The objective of this policy is to establish, in accordance with the requirements of the Local Government Act 1995, the authority for the Chief Executive Officer (CEO) and other authorised officers to sign (execute) documents on behalf of the Town of East Fremantle (the Town), and the protocols for affixing and administration of the Town's Common Seal.

This policy provides overarching authorisations to various officers so that Council approval is not required every time a document is signed.

2. Policy Overview

This policy sets out how documents are executed on behalf of the Town of East Fremantle, including when the Common Seal is required and when documents may be signed under delegated or authorised authority. It distinguishes between three categories of documents based on risk and significance and clarifies the roles of Council, the Chief Executive Officer, and authorised officers.

3. Policy Scope

This policy applies to all officers preparing documents for execution and/or who have been authorised through the provisions of this policy to execute documents on behalf of the Town.

4. Policy

Section 9.49A(1) of the Act provides that a document is duly executed by a local government if the common seal of the local government is affixed to it, or it is signed on behalf of the local government by a person or persons authorised by the Council to do so.

Documents commonly executed by the Town are grouped into three categories. The way in which a document is to be executed, and who has the authority to execute a document, is based upon its category as outlined below.

5. Procedures

The actions for the implementation of this policy are detailed in the Execution of Documents Procedure.

6. Document Categories

If it is unclear what category a document is, then the higher category is to take precedence. If a document does not fit under any category, the Town officer is to refer to an Executive Manager or the CEO for appropriate classification.

6.1 Category 1 Documents – Common Seal

Category 1 documents require the Town's Common Seal to be affixed in accordance with section 9.49A of the Act and must be supported by a specific resolution of Council authorising both the execution of the document and the affixing of the Common Seal.

Custody and Register of the Common Seal

The Chief Executive Officer is responsible for the custody, security and proper use of the Town's Common Seal.

A register is to be maintained by the Office of the Chief Executive Officer recording each occasion on which the Common Seal is affixed, including the date, document description and officers present at execution.

6.2 Category 2 Documents – Authorised Signatures

Category 2 documents do not require the Town's Common Seal to be affixed. Council authorises officers designated to the positions listed in Schedule 1 to sign documents on behalf of the Town, in accordance with section 9.49A(4) of the Act.

Execution of Deeds

A document that is intended to take effect as a deed may only be executed as a deed where Council has expressly authorised its execution, either by specific resolution or under an applicable delegation or policy.

Unless expressly authorised otherwise, deeds are to be executed by affixing the Town's Common Seal in accordance with Category 1 requirements.

6.3 Category 3 Documents – Acting Through

Category 3 documents are documents created in the normal course of business to discharge the duties of an officer's role in a manner consistent with Town policies and procedures.

Category 3 documents do not include documents that create binding legal, financial, property or material contractual obligations on behalf of the Town, unless execution of such documents has been expressly authorised by Council, under delegation, or by this policy.

7. Schedule 1 – Document Categories

Schedule 1 provides a summary of authorised signing positions by document category. The narrative provisions of this policy must be read in conjunction with the Schedule.

Where a document relates to or affects more than one Service Area, authority to execute the document rests with the Chief Executive Officer, regardless of category, unless Council has expressly resolved otherwise.

8. Order of Signing

Documents should generally be executed by all other parties prior to being executed by the Town.

9. Protocol for Execution by Authorised Officers

Authorised officers may only execute documents relevant to matters within the scope of their Service Area. Documents affecting multiple Service Areas may only be executed by the Chief Executive Officer.

10. Deputising or Signing on Behalf of Another Person

Any deputising arrangement for the purposes of executing documents must be consistent with formal acting appointments or written authorisations approved by the Chief Executive Officer and recorded in accordance with the Town's governance and delegation records.

11. Order of Precedence

The following takes precedence over this policy: legislation; the formal requirements of a Commonwealth or State department or agency; a Council decision expressly specifying how a document is to be executed; and the Town's Register of Delegations.

Definitions

Act	<i>Local Government Act 1995.</i>
Acting through	An individual undertaking an administrative or operational task on behalf of a more senior officer who retains responsibility for that task.
Authorised officer	A person or class of persons authorised by Council, by delegation, authorisation or policy, to perform particular functions on behalf of the Town.
CEO	The Chief Executive Officer of the Town of East Fremantle appointed by and accountable to Council.
Common Seal	The official seal of the Town of East Fremantle used to execute documents in accordance with section 9.49A of the Act and this policy.
Delegated authority	The exercise of a power or discharge of a duty by a person lawfully delegated that power or duty under the Act.
Service Area	A functional area of responsibility within the Town's organisational structure, as determined by the Chief Executive Officer, and reflected in position descriptions and organisational arrangements.

Responsible Service Area:	Office of CEO
Reviewing Officer:	CEO
Decision making Authority:	Council
Policy Adopted:	
Policy Amended/Reviewed:	

Schedule 1 - Document Categories

Category 1 – Documents Requiring the Common Seal

Category 1 documents are those which, due to their statutory, legal, financial or ceremonial significance, require execution under the Town's Common Seal.

Execution of Category 1 documents and affixing of the Common Seal must be expressly authorised by a specific resolution of Council in every instance, in accordance with this policy.

Document type	Execution requirement
Land transfer forms (Landgate)	Execution and affixing of the Common Seal must be authorised by a specific resolution of Council.
Loan documentation (relating to loans which Council has resolved to raise)	Execution and affixing of the Common Seal must be authorised by a specific resolution of Council.
Local Laws (made or amended)	Execution and affixing of the Common Seal must be authorised by a specific resolution of Council.
Local Planning Scheme and scheme amendments	Execution and affixing of the Common Seal must be authorised by a specific resolution of Council.
Mortgage documents	Execution and affixing of the Common Seal must be authorised by a specific resolution of Council.
Documents of a ceremonial nature	Execution and affixing of the Common Seal must be authorised by a specific resolution of Council.
Documents which, in the opinion of the Chief Executive Officer or Executive Manager, are sufficiently complex, high risk and/or significant in nature, or documents where a funding body or other authority requires execution under the Common Seal	Such documents are to be submitted to Council for consideration and, if supported, specific authorisation to execute the document and affix the Common Seal.

Note:

Classification of a document as Category 1 does not of itself authorise execution or the affixing of the Common Seal. Authority to execute and affix the Common Seal arises only from a specific resolution of Council.

Category 2 – Documents Executed Under Delegated or Authorised Authority (No Common Seal)

Category 2 documents are those that do not require the Common Seal but are required to give effect to a Council or delegated decision.

These documents may be executed by officers authorised under this policy, subject to the Town's Delegation Register.

Document type	Authorised signatory
Offer and Acceptance forms and associated documents required to enact a Council decision to purchase or sell land (excluding mortgage and land transfer forms)	CEO or Authorised Officer
Documents required to enact a Council decision which are not Category 1 documents	CEO, Executive Manager or Authorised Officer
General deeds, legal and service agreements (not requiring Common Seal)	CEO or Executive Manager
Leases, licences and access agreements, and associated documents	CEO, Executive Manager, Authorised Officer or Line Manager (within scope of authority)
Documents required to enact a decision made under delegated authority	Officer exercising the relevant delegation
Documents required when the Town owns land (excluding Category 1 documents)	CEO, Executive Manager, Authorised Officer or Line Manager
Documents required when the Town manages land under a management order	CEO, Executive Manager, Authorised Officer or Line Manager
Documents prepared for registration at Landgate (excluding Category 1 documents)	CEO, Executive Manager or Authorised Officer
Indemnities given by the Town	CEO or Executive Manager
Memorandums of Understanding and other statements of intent	CEO, Executive Manager, Authorised Officer or Line Manager

Category 3 – Documents Executed in the Normal Course of Business (“Acting Through”)

Category 3 documents are operational documents created in the normal course of business and do not create binding legal, financial or property obligations unless otherwise authorised.

Document type	Execution authority
Documents arising out of the general operation of a service area and issued in the ordinary course of business	CEO, Executive Manager, Authorised Officer or Line Manager, acting within scope of responsibility

Note:

Category 3 documents do not include documents that create binding legal, financial, property or material contractual obligations on behalf of the Town, unless execution of such documents has been expressly authorised by Council, under delegation, or by this policy.

Town of East Fremantle

Execution of Documents Procedure

Document Type	Procedure
Related Policy	Execution of Documents Policy
Responsible Service Area	Office of the Chief Executive Officer
Responsible Officer	Chief Executive Officer
Review Cycle	As required
Approved By	Chief Executive Officer

1. Purpose

This Procedure provides administrative guidance for Town officers in implementing the Execution of Documents Policy, including the process for preparing, authorising, executing and recording documents executed on behalf of the Town of East Fremantle.

2. Scope

This Procedure applies to all Town officers involved in the preparation, execution or coordination of documents, including documents executed under delegated authority and documents requiring the Common Seal.

3. General Principles

Execution of a document does not of itself constitute authority to enter into that document. Documents must only be executed where Council approval or delegated authority exists, and in accordance with the Execution of Documents Policy. Officers are responsible for ensuring documents are correctly categorised prior to execution.

4. Document Classification

The responsible officer must assess whether a document is a Category 1, Category 2 or Category 3 document. If classification is unclear, the matter must be escalated to the relevant Executive Manager or the Chief Executive Officer. Where more than one category could apply, the higher category prevails.

5. Category 1 Documents – Common Seal

Category 1 documents must not be executed unless Council has, by specific resolution, authorised execution of the document and affixing of the Common Seal. Following Council approval, officers must ensure correct execution clauses are included, coordinate execution by the Mayor and Chief Executive Officer (or authorised deputies), and ensure seal usage is recorded.

6. Category 2 Documents – Authorised Signatures

Category 2 documents may be executed by officers authorised under the Execution of Documents Policy and the Register of Delegations. Officers may only execute documents within

the scope of their delegated or authorised authority and relevant to their Service Area. Documents affecting multiple Service Areas must be executed by the Chief Executive Officer.

7. Category 3 Documents – Acting Through

Category 3 documents may be issued or executed in the normal course of business by authorised officers. These documents must not create binding legal, financial or property obligations unless expressly authorised by Council or under delegation.

8. Order of Signing

Where practicable, documents should be executed by all other parties prior to execution by the Town. Exceptions may occur where external statutory or administrative processes require early execution by the Town.

9. Deputising and Acting Arrangements

Documents may only be executed by officers formally authorised to do so. Where an authorised officer is unavailable, execution may only occur where a formal acting or deputising arrangement is in place and recorded in accordance with Town governance requirements.

10. Record Keeping

Executed documents must be retained in the Town's record management system and linked to the relevant Council resolution or delegation. For Category 1 documents, each use of the Common Seal must be recorded in the Common Seal Register maintained by the Office of the CEO.

11. Review

This Procedure will be reviewed as required to ensure ongoing alignment with legislation, Council policy and governance requirements.

13.10 ARTIFICIAL INTELLIGENCE (AI) POLICY

Report Reference Number	OCR-4217
Prepared by	Bron Browning Manager Corporate Services
Supervised by	Peter Kocian Executive Manager Corporate Services
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple
Documents tabled	Nil
Attachments	

1. Draft Artificial Intelligence (AI) Policy

PURPOSE

To consider the adoption of a draft policy regarding Artificial Intelligence.

EXECUTIVE SUMMARY

The object of this policy is to provide principles, standards and requirements for responsible AI use across the Town.

The proposed policy confirms Microsoft Copilot as the sole approved AI application for work purposes, and prohibits unapproved public or consumer AI tools unless specifically authorised.

BACKGROUND

AI tools can improve productivity e.g., drafting, summarising, translation and data analysis but it can also introduce material risks, including privacy breaches, data leakage, copyright and intellectual property issues, misinformation, cybersecurity exposure, and reputational harm.

In context, these risks can be increased due to the nature of information handled (resident data, complaints, procurement material, legal advice, and sensitive issues).

As AI tools become readily accessible, there is a heightened likelihood of inconsistent or unmanaged use across staff, contractors, third-party partners and council members. A clear policy framework helps ensure the Town understands the benefits while maintaining appropriate governance, accountability and compliance with applicable obligations.

CONSULTATION

ELT

Council Members – Concept Forum

STATUTORY ENVIRONMENT

Privacy Responsibility and Information Sharing Act 2024

Information Commissioner Act 1924

State Records Act 2000

Local Government Act 1995

Freedom of Information Act 1992

Surveillance Devices Act 1998

POLICY IMPLICATIONS

If adopted, this document will be included in the Town's Council Policy Register.

FINANCIAL IMPLICATIONS

An individual Co-Pilot Premium License is \$553 per annum. Licenses will be provided to those Council Members that use ICT actively on a request basis. License costs are added to the Town's SaaS (Software as a Service) invoice from Focus Networks.

STRATEGIC IMPLICATIONS

Town of East Fremantle Strategic Community Plan 2020-2030

Strategic Priority 5 Leadership and Governance

5.1 Strengthen organisational accountability and transparency

5.3 Strive for excellence in leadership and governance

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Policy not be adopted	Unlikely (2)	Minor (2)	Low (1-4)	COMPLIANCE Non- compliance results in litigation, criminal charges or significant damages or penalties	Accept Officer Recommendation

RISK MATRIX

Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	4
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

N/A

COMMENT

The adoption of this Policy will outline the key principles that employees, contractors, consultants, third-party partners and council members must consider when using AI for legitimate business purposes as well as actions that will be considered for non-compliance.

CONCLUSION

Adoption of the Policy would provide clarity for staff, contractors, consultants, third-party partners and Council Members.

13.10 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER RECOMMENDATION:

That Council adopts the Artificial Intelligence (AI) Policy as attached to this report.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Attachments start on the next page



Artificial Intelligence (AI) Use Policy

Type:	Office of the CEO
Legislation:	Privacy Responsibility and Information Sharing Act 2024 Information Commissioner Act 1924 State Records Act 2000 Local Government Act 1995 Freedom of Information Act 1992 Surveillance Devices Act 1998
Delegation:	Corporate Services
Other Related Document:	Information Classification Policy

Purpose

This policy establishes the principles, standards, and requirements governing the responsible use of Artificial Intelligence (AI) within the organisation. It ensures that AI technologies are used safely, ethically and effectively, and that risks associated with AI are appropriately managed. This policy must be read in conjunction with the Town's Information Classification Policy and prescribes how AI tools may be used according to the classification of information being shared.

Policy Scope

This policy applies to:

- All employees, contractors, consultants, third-party partners and Council Members
- All organisational systems, data, and devices
- Any AI-enabled tools, services, or workflows used in the course of work

Policy

Key Principles for the Use of AI

1. Ethical and Responsible Use

AI must be used in a manner consistent with the Town's values and ethical standards. Users must not generate or disseminate harmful, discriminatory or misleading content.

2. Privacy and Data Protection

AI tools must protect personal, confidential and sensitive information. Users must not enter information into any AI system unless that system is approved for the relevant classification of information.

3. Security and Risk Management

AI usage must not introduce cybersecurity vulnerabilities or expose the organisation to data loss, unauthorised access, or intellectual property risks.

4. Transparency

Users must be transparent when AI has been used to generate content, analysis or recommendations, particularly where accuracy, accountability or reliance on the output is significant.

5. Human Oversight

AI outputs must be reviewed by a human. AI must support—not replace—human judgement, decision-making, or accountability.

6. Compliance

All AI use must comply with applicable laws, regulations, contractual obligations, and internal policies.

Information Classification Labels

- **Unofficial** – information that is unrelated to the official work of the Town and would have no adverse impact on the Town if disclosed.
- **Official** – the default classification for most Town information created, received or used in the course of business where unauthorised disclosure may cause limited adverse impact to the Town.
- **Official Sensitive** – information that requires additional protection due to its sensitivity, including personal, legal, health, commercial-in-confidence or security-related information, where unauthorised disclosure may cause serious adverse impact to the Town, individuals or third parties, or may result in legal consequences.

Approved AI Application

AI use must align with the Town's information classification framework. Information classified as **Unofficial** or **Official** may be used in Microsoft Copilot and, where approved by the Executive Manager, Corporate Services, in other AI tools. Information classified as **Official Sensitive** must only be used in Microsoft Copilot and must not be entered into any other AI tool.

1. Microsoft Copilot

Microsoft Copilot is the Town's approved AI application for work-related use and is the only AI tool that may be used to input, process or analyse information classified as **Official Sensitive**. Other AI tools, including public chatbots and consumer-grade AI applications, may only be used where they have been approved by the Executive Manager, Corporate Services, and only for information that is not classified as **Official Sensitive**.

Rationale for Copilot as the Primary Approved AI Application

The organisation has approved Microsoft Copilot as the Town's primary AI application and as the only AI tool permitted for Official Sensitive information due to the following reasons:

1. Enterprise-Grade Security

Copilot is built on Microsoft's security and compliance framework, including:

- Enterprise authentication and access controls
- Data encryption in transit and at rest
- Integration with Microsoft 365 security and governance tools

This ensures that organisational data remains protected and never used to train public AI models.

2. Data Residency and Compliance

Copilot supports compliance with regulatory requirements, including data residency, auditability, and governance controls. This reduces legal and operational risks associated with AI use.

3. Integration with Existing Systems

Copilot integrates seamlessly with Microsoft 365 applications (Outlook, Teams, Word, Excel, PowerPoint, SharePoint), enabling:

- Secure productivity enhancements
- Consistent user experience
- Reduced operational complexity

4. Centralised Management and Monitoring

IT administrators can manage permissions, monitor usage, enforce policies, and apply security controls centrally—capabilities not available with consumer AI tools.

5. Reduced Risk of Data Leakage

Unlike public AI tools, Copilot:

- Does not store prompts or outputs outside the organisation's tenant
- Does not use organisational data to train external models
- Provides strict boundaries between corporate and public data

6. Vendor Trust and Support

Microsoft provides enterprise support, service-level commitments, and ongoing security updates, ensuring reliability and accountability

User Responsibilities

All users must:

- Use AI tools only for legitimate business purposes.
- Determine the classification of information in accordance with the Town's Information Classification Policy before entering it into any AI tool.
- Use Microsoft Copilot only when inputting, processing or analysing information classified as **Official Sensitive**.
- Only use other AI tools where they have been approved by the Executive Manager, Corporate Services, and only for information that is not classified as **Official Sensitive**.
- Not enter personal, confidential, commercially sensitive, legal, health or other **Official Sensitive** information into any AI tool other than Microsoft Copilot.
- Review AI-generated content for accuracy, appropriateness and compliance before use.
- Report any suspected misuse, data breach or security concern.
- Not use an in-private or incognito browser session to access Copilot.

Enforcement

Non-compliance with this policy may result in:

- Revocation of AI access privileges
- Disciplinary action
- Contract termination (for third parties)

Variation to this policy

This policy will be reviewed annually, or earlier if required due to changes in technology, regulation or organisational needs. The Town will notify employees of any variation to this policy by email.

Responsible Directorate:	Corporate Services
Reviewing Officer:	Executive Manager, Corporate Services
Decision making Authority:	Council
Policy Adopted:	
Policy Amended/Reviewed:	

13.11 MONTHLY FINANCIAL REPORT 31 MAY 2026

Report Reference Number	OCR-4279
Prepared by	Stacey Hobbins, Consultant
Supervised by	Peter Kocian, Executive Manager Corporate Services
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple Majority
Documents tabled	Nil
Attachments	

1. Monthly Financial Report

PURPOSE

The purpose of this report is to present to Council the Monthly Financial Report for the month ended 31 May 2026. A Capital Works report has been incorporated into the workbook.

EXECUTIVE SUMMARY

A Monthly Financial Report workbook has been prepared to provide an overview of key financial activity.

The WA Government amended regulation 34 of the *Local Government (Financial Management) Regulations 1996* to require the Statement of Financial Activity be presented according to nature or type classification.

Regulation 35 also requires local governments to prepare a monthly Statement of Financial Position.

A Capital Works Report is presented detailing committed expenditure against budgets. This report is used to assess the clearance rate of capital projects.

BACKGROUND

Presentation of a monthly financial report to Council is both a statutory obligation and good financial management practice that:

- a. demonstrates the Town's commitment to managing its operations in a financially responsible and sustainable manner.
- b. provides timely identification of variances from budget expectations for revenues and expenditures and identification of emerging opportunities or changes in economic conditions.
- c. ensures proper accountability to the ratepayers for the use of financial resources.

Financial information that is required to be reported to Council monthly includes:

- a. operational financial performance against budget expectations.
- b. explanations for identified variances from expectations.
- c. financial position of the Town at the end of each month.

Understanding the Financials

When reading the financial information/statements, variances (deviations from budget expectations) are classified as either:

- a. Favourable variance (F)
- b. Unfavourable variance (U)
- c. Timing variance (T)

A timing variance relates to a budgeted revenue or expense that has not occurred at the time it was expected, but which is still expected to occur with the budget year. That is, the financial transaction will still occur, but just in a different month. This timing difference may require the year-to-date budget to be amended for future periods.

A realised favourable or unfavourable variance is different to a timing variance. It represents a genuine difference between the actual and budgeted revenue or expenditure items.

A realised favourable variance on a revenue item is a positive outcome as it increases the projected budget surplus. An unfavourable variance on a revenue item has the opposite effect, resulting in a decrease in the projected budget result.

A realised favourable variance on an expenditure item may have either of two causes – one being a saving because the outcome was achieved for lesser cost, which has the effect of increasing the projected budget result. The other cause may be that the proposed expenditure may not have been undertaken and is not expected to be incurred in that financial year. Whilst this may seem positive from a financial position perspective, it may not be a positive outcome for the community if the service or project is not delivered.

If a realised favourable or unfavourable variance is material in value, a recommendation will be provided to Council for consideration to amend the budget.

CONSULTATION

Budget Managers are provided with a monthly Responsible Officer Report for review and report of budget variances.

STATUTORY ENVIRONMENT

Section 6.4 of the *Local Government Act 1995* and Regulation 34 of the *Local Government (Financial Management) Regulations 1996* detail the form and way a local government is to prepare its Statement of Financial Activity.

Regulation 35 of the *Local Government (Financial Management) Regulations 1996* requires a monthly Statement of Financial Position to be prepared.

Expenditure from the municipal fund not included in the annual budget must be authorised in advance by an absolute majority decision of Council pursuant to section 6.8 of the *Local Government Act 1995*.

Fees and charges are imposed in accordance with section 6.16 of the *Local Government Act 1995*. Fees and charges imposed outside of the Annual Budget require an absolute majority decision of Council and must give local public notice of the new fees pursuant to section 6.19 of the *Local Government Act 1995*.

POLICY IMPLICATIONS

Significant Accounting Policies are adopted by Council on an annual basis. These policies are used in the preparation of the statutory reports submitted to Council.

FINANCIAL IMPLICATIONS

As part of the adopted 2025/26 Budget, Council adopted the following thresholds as levels of material variances for financial reporting:

That in accordance with regulation 34 (5) of the Local Government (Financial Management) Regulations 1996, and AASB 1031 Materiality, the level to be used in statements of financial activity in 2025/26 for reporting material variances shall be:

- a) 10% of the amended budget; or*
- b) \$10,000 of the amended budget;*

whichever is greater. In addition, that the material variance limit be applied to total revenue and expenditure for each Nature classification and capital income and expenditure in the Statement of Financial Activity.

STRATEGIC IMPLICATIONS

The monthly financial report is the key financial reporting mechanism to Council, to provide oversight of the financial management of the local government. This ties into the Strategic Community Plan as follows:

5.3.1 Deliver community outcomes through sustainable finance and human resource management.

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Inadequate oversight of the financial position of the Town may result in adverse financial trends	Rare (1)	Major (4)	Low (1-4)	FINANCIAL IMPACT \$50,000 - \$250,000	Manage by monthly review of financial statements and key financial information
Inadequate monitoring of grant funding and expenditure resulting in incorrect income transfers	Possible (3)	Moderate (3)	Moderate (5-9)	FINANCIAL IMPACT \$250,001 - \$1,000,000	Manage by updating the internal grants register and contract liabilities register each month

RISK MATRIX

Consequence Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	9
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

Not Applicable.

COMMENT

This report presents the Statement of Financial Activity by Nature for the month ending 31 May 2026.

The following is a summary of headline numbers from the attached financial report, and explanations for variances is provided in Note 1 of the workbook:

	Original Budget	Current Budget	YTD Budget	YTD Actual
Opening Surplus	(588,579)	(446,842)	(446,842)	(446,842)
Operating Revenue	13,588,708	19,042,090	18,232,433	18,513,377
Operating Expenditure	(14,783,386)	(20,549,600)	(18,510,587)	(17,804,512)
Capital Expenditure	(2,430,421)	(1,430,083)	(1,206,592)	(594,694)
Capital Income	933,213	625,016	265,909	323,422
Financing Activities	1,017,606	559,393	284,196	280,854
Non-Cash Items	2,262,859	2,262,860	2,106,952	2,187,969
Closing Surplus/(Deficit)	0	62,834	725,469	2,459,574

The Executive Summary in the workbook provides an overview of key indicators for the month. Further comments are provided below:

- Rate Notices were issued on the 28 July. The Town has raised \$12 million and receipted \$11.9 million (including rates, ESL, service charges) by the end April, equating to 97.5% of total rates and charges paid.
- The 2024/25 Audit by the Office of the Auditor General was finalised on the 16 April. An adjustment to align the opening net current assets of (\$446,842) as per the audited statements is reflected in the attached reports.
- The 2025/26 capital works program has been delivered in a constrained environment characterised by limited internal resourcing, a highly constrained contractor market, and external timing pressures associated with the Fremantle Traffic Bridge closure and the election caretaker period. These factors materially affected delivery capacity and required a deliberate prioritisation of essential and time-critical projects, with lower-priority works deferred or rescheduled where this could be done without unacceptable asset or service risk.
- Capital works expenditure year-to-date of \$595K has been incurred against a year-to-date budget of \$1.2 million. Further commentary on project status is provided in Note 5 Capital Acquisitions.
- Due to the Council's decision (OCM 17 March 2026) to terminate the contract for the croquet lawn reconstruction, the project has been put on hold while a strategic review of land is undertaken.
- The Town records balance sheet account movements, such as provision of employee leave, interest on lease/ROU at the end of the financial year leading to timing variance during the year; however, these are not considered material.
- East Fremantle Community Park estimated expenses and incomes are presented as separate line items in statement of financial activity.
 - ☐ Other Revenue - Principal Agent Arrangements

☐ Other Expenditure - Principal Agent Arrangements

- EFCP - Principal Agent Arrangements actual result for the period ending 30 April 2026, with accruals for May 2026 incorporated into this report. The net operating subsidy of (\$387K) against the year date budget of (\$466k) and a full year budget (reforecast) subsidy of (\$474K).

The Town's accruals of incomes and expenses are adjusted with available actuals and where actuals are not available, the budgeted incomes and expenses have been accrued.

CONCLUSION

Council is requested to receive the Monthly Financial Report for the month ended 31 May 2026 as submitted.

13.11 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER RECOMMENDATION:

That Council:

1. receives the Monthly Financial Report for the month ended 31 May 2026, as presented as attachment 1 to this report, inclusive of:
 - (i) Statement of Financial Activity by Nature
 - (ii) Statement of Comprehensive Income
 - (iii) Statement of Financial Position
 - (iv) Capital Expenditure Report
2. notes the unrestricted municipal surplus of \$2,459,574 for the month ended 31 May 2026.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Attachments start on the next page

TOWN OF EAST FREMANTLE
MONTHLY FINANCIAL REPORT
(Containing the Statements of Financial Activity and Financial Position)
For the period ended 31 May 2026
LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

Key Information	2
Statement of Financial Activity	4
Statement of Comprehensive Income	5
Statement of Financial Position	6
Note 1 Explanation of Material Variances	7
Note 2 Statement of Financial Activity Information	8
Note 3 Cash & Cash Investments	9
Note 4 Reserve Accounts	10
Note 5 Capital Acquisitions	11
Note 6 Disposal of Assets	12
Note 7 Receivables	13
Note 8 Rate Revenue	14
Note 9 Borrowings	15
Note 10 Grants & Contributions	16
Note 11 Budget Amendments	17
Note 12 Statement of Financial Activity - General Operations	18
Note 13 Statement of Financial Activity - East Fremantle Community Park (EFCP)	19

**TOWN OF EAST FREMANTLE
FOR THE PERIOD ENDED 31 MAY 2026**

KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)				
	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	(\$0.45 M)	(\$0.45 M)	(\$0.45 M)	\$0.00 M
Closing	\$0.06 M	\$0.73 M	\$2.46 M	\$1.73 M
Refer to Statement of Financial Activity				

Cash and cash equivalents			Payables		Receivables	
	\$6.93 M	% of total		\$6.70 M		\$0.33 M
Unrestricted Cash	\$4.90 M	70.8%	Trade Payables	\$0.30 M	Rates Receivable	\$0.38 M
Restricted Cash	\$2.02 M	29.2%	Other Payables	\$6.41 M	Trade Receivable	\$0.33 M
Refer to 3 - Cash and Cash Investments					Current	#REF!
					30 - 90 days	\$0.00 M
					Over 90 Days	\$0.00 M
						#REF!
						0.1%
						0.0%
Refer to 7 - Receivables						

Key Operating Activities

Amount attributable to operating activities				Grants and Contributions			Fees and Charges		
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	YTD Actual	YTD Budget	% Variance	YTD Actual	YTD Budget	% Variance
\$0.76 M	\$1.83 M	\$2.90 M	\$1.07 M	\$1.06 M	\$0.98 M	8.1%	\$1.74 M	\$1.66 M	5.0%
Refer to Statement of Financial Activity				Refer to 10 - Grants and Contributions			Refer to Statement of Financial Activity		

Rates Revenue			Grants and Contributions			Fees and Charges		
YTD Actual	\$10.03 M	% Variance	YTD Actual	\$1.06 M	% Variance	YTD Actual	\$1.74 M	% Variance
YTD Budget	\$10.04 M	(0.1%)	YTD Budget	\$0.98 M	8.1%	YTD Budget	\$1.66 M	5.0%
Refer to 8 - Rate Revenue			Refer to 10 - Grants and Contributions			Refer to Statement of Financial Activity		

Key Investing Activities

Amount attributable to investing activities				Asset Acquisition			Capital Grants		
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	YTD Actual	Amended Budget	% Spent	YTD Actual	Amended Budget	% Received
(\$0.81 M)	(\$0.94 M)	(\$0.27 M)	\$0.67 M	\$0.21 M	\$0.56 M	(62.6%)	\$0.32 M	\$0.57 M	(42.8%)
Refer to Statement of Financial Activity				Refer to 5 - Capital Acquisitions			Refer to 10 - Grants and Contributions		

Proceeds on sale			Asset Acquisition			Capital Grants		
YTD Actual	\$0.00 M	%	YTD Actual	\$0.21 M	% Spent	YTD Actual	\$0.32 M	% Received
Amended Budget	\$0.06 M	(100.0%)	Amended Budget	\$0.56 M	(62.6%)	Amended Budget	\$0.57 M	(42.8%)
Refer to 6 - Disposal of Assets			Refer to 5 - Capital Acquisitions			Refer to 10 - Grants and Contributions		

Key Financing Activities

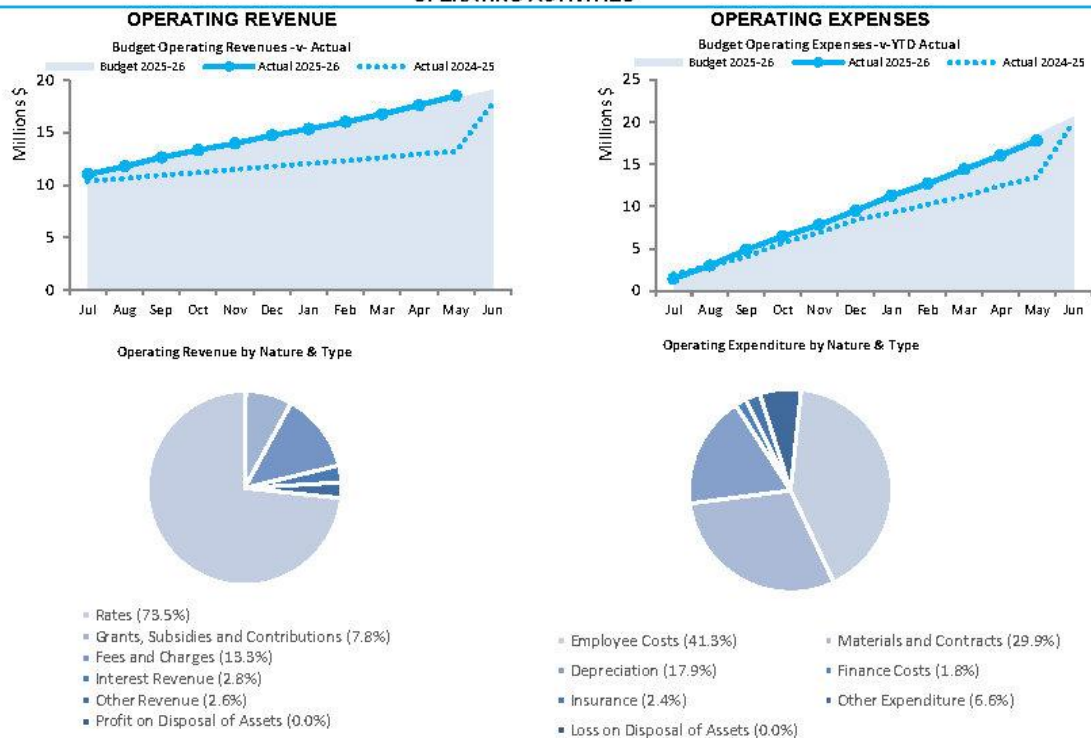
Amount attributable to financing activities				Borrowings		Reserves		Report Preparation	
\$0.56 M	\$0.28 M	\$0.28 M	(\$0.00 M)	Principal repayments	\$0.16 M	Reserves balance	\$2.10 M	Prepared by:	Consultant
Refer to Statement of Financial Activity				Interest expense	\$0.21 M	Interest earned	\$0.00 M	Reviewed by:	Executive Manager Corporate Services
				Principal due	\$4.95 M			Date Prepared:	4/06/2026
Refer to 9 - Borrowings				Refer to 4 - Cash Reserves					

This information is to be read in conjunction with the accompanying Financial Statements and notes.

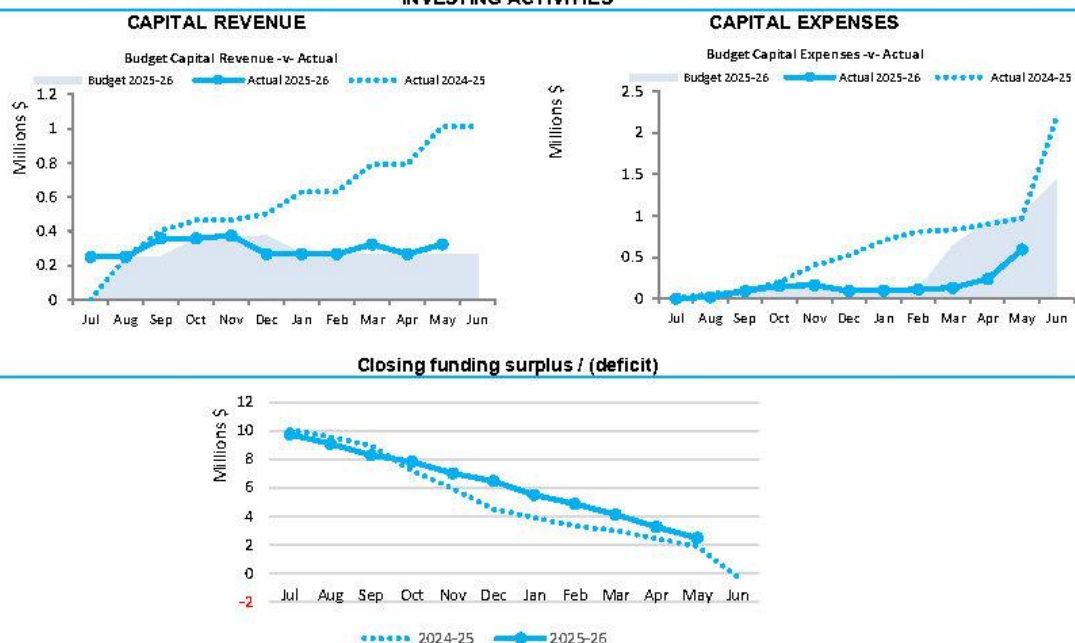
TOWN OF EAST FREMANTLE FOR THE PERIOD ENDED 31 MAY 2026

KEY INFORMATION - GRAPHICAL

OPERATING ACTIVITIES



INVESTING ACTIVITIES



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

TOWN OF EAST FREMANTLE
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2026

CONSOLIDATED

		Original Budget	Current Budget	YTD Budget	YTD Actual	Variance* \$	Variance* %	Var.
Note		(a) \$	(a) \$	(b) \$	(c) \$	(c) - (b) \$	((c) - (b))/(b) %	
OPERATING ACTIVITIES								
Revenue from operating activities								
	Rates	10,044,192	10,044,192	10,039,566	10,028,468	(11,098)	(0.11%)	▼
	Grants, subsidies and contributions	1,211,468	1,096,008	980,129	1,059,707	79,578	8.12%	▲
	Fees and charges	1,808,373	1,782,164	1,659,894	1,742,916	83,022	5.00%	▲
	Interest revenue	220,569	220,569	217,760	384,780	167,020	76.70%	▲
	Other revenue - principal agent arrangements	0	5,501,051	5,000,230	4,942,755	(57,475)	(1.15%)	▼
	Other revenue	268,480	362,480	334,854	354,751	19,897	5.94%	▲
	Profit on asset disposals	35,626	35,626	0	0	0	0.00%	
		13,588,708	19,042,090	18,232,433	18,513,377	280,944	1.54%	
Expenditure from operating activities								
	Employee costs	(5,687,040)	(5,513,245)	(5,035,387)	(5,013,649)	21,738	0.43%	▼
	Materials and contracts	(4,914,916)	(4,995,150)	(4,252,936)	(3,631,538)	621,398	14.61%	▼
	Utility charges	(452,443)	(396,929)	(354,683)	(346,174)	8,509	2.40%	▲
	Depreciation	(2,298,486)	(2,298,486)	(2,106,954)	(2,176,673)	(69,719)	(3.31%)	▲
	Finance costs	(300,133)	(264,316)	(226,057)	(219,737)	6,320	2.80%	
	Insurance	(317,614)	(278,703)	(278,703)	(287,597)	(8,894)	(3.19%)	
	Other expenditure - principal agent arrangements	0	(5,974,975)	(5,466,435)	(5,330,671)	135,764	2.48%	▲
	Other expenditure	(812,754)	(827,796)	(789,432)	(798,473)	(8,041)	(1.15%)	
		(14,783,386)	(20,549,600)	(18,510,587)	(17,804,512)	706,075	3.81%	
	Non-cash amounts excluded from operating activities	2,262,859	2,262,860	2,106,952	2,187,969	81,017	3.85%	▲
	Amount attributable to operating activities	1,068,181	755,350	1,828,798	2,896,834	1,068,036	58.40%	
INVESTING ACTIVITIES								
	Proceeds from capital grants, subsidies and contributions	858,213	565,016	265,909	323,422	57,513	21.63%	▲
	Proceeds from disposal of assets	75,000	60,000	0	0	0	0.00%	
	Payments for property, plant and equipment	(1,342,693)	(868,355)	(680,164)	(384,622)	295,542	43.45%	▼
	Payments for construction of infrastructure	(1,087,728)	(561,728)	(526,428)	(210,072)	316,356	60.09%	▼
	Amount attributable to investing activities	(1,497,208)	(805,067)	(940,683)	(271,272)	669,411	71.16%	
FINANCING ACTIVITIES								
	Transfer from reserves	1,328,527	987,478	710,401	710,401	0	0.00%	
	Repayment of borrowings	(157,911)	(157,911)	(156,031)	(157,911)	(1,880)	(1.20%)	
	Payments for principal portion of lease liabilities	(54,261)	(81,425)	(81,425)	(82,887)	(1,462)	(1.80%)	
	Transfer to reserves	(98,749)	(188,749)	(188,749)	(188,749)	0	0.00%	
	Amount attributable to financing activities	1,017,606	559,393	284,196	280,854	(3,342)	(1.18%)	
MOVEMENT IN SURPLUS OR DEFICIT								
	Surplus or deficit at the start of the financial year	(588,579)	(446,842)	(446,842)	(446,842)	0	0.00%	
	Amount attributable to operating activities	1,068,181	755,350	1,828,798	2,896,834	1,068,036	58.40%	▲
	Amount attributable to investing activities	(1,497,208)	(805,067)	(940,683)	(271,272)	669,411	71.16%	▲
	Amount attributable to financing activities	1,017,606	559,393	284,196	280,854	(3,342)	(1.18%)	
	Surplus or deficit after imposition of general rates	0	62,834	725,469	2,459,574	1,734,105	239.03%	▲

KEY INFORMATION

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

* 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.

TOWN OF EAST FREMANTLE
STATEMENT OF COMPREHENSIVE INCOME
FOR THE PERIOD ENDED 31 MAY 2026

CONSOLIDATED	NOTE	Original Budget \$	Current Budget \$	YTD Budget \$	YTD Actual \$
Revenue					
Rates	8	10,044,192	10,044,192	10,039,566	10,028,468
Grants, subsidies and contributions	10	1,211,468	1,096,008	980,129	1,059,707
Fees and charges		1,808,373	1,782,164	1,659,894	1,742,916
Interest revenue		220,569	220,569	217,760	384,780
Other revenue - principal agent arrangements		0	5,501,051	5,000,230	4,942,755
Other revenue		268,480	362,480	334,854	354,751
		13,553,082	19,006,464	18,232,434	18,513,377
Expenses					
Employee costs		(5,687,040)	(5,513,245)	(5,035,387)	(5,013,649)
Materials and contracts		(4,914,916)	(4,995,150)	(4,252,936)	(3,631,538)
Utility charges		(452,443)	(396,929)	(354,683)	(346,174)
Depreciation		(2,298,486)	(2,298,486)	(2,106,952)	(2,176,673)
Finance costs		(300,133)	(264,316)	(226,057)	(219,737)
Insurance		(317,614)	(278,703)	(278,703)	(287,597)
Other expenditure - principal agent arrangements		0	(5,974,975)	(5,466,435)	(5,330,671)
Other expenditure		(812,754)	(827,796)	(789,432)	(798,473)
		(14,783,386)	(20,549,600)	(18,510,585)	(17,804,512)
		(1,230,304)	(1,543,136)	(278,151)	708,865
Capital grants, subsidies and contributions	10	858,213	565,016	265,909	323,422
Profit on asset disposals	6	35,626	35,626	0	0
		893,839	600,642	265,909	323,422
Total comprehensive income for the period		(336,465)	(942,494)	(12,242)	1,032,287

This statement is to be read in conjunction with the accompanying notes.

**TOWN OF EAST FREMANTLE
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 MAY 2026**

	Consolidated 30 June 2025	General Operations 31 May 2026	EFCP 31 May 2026	Consolidated 31 May 2026
	\$	\$	\$	\$
CURRENT ASSETS				
Cash and cash equivalents	5,406,394	3,347,484	15,000	3,362,484
Trade and other receivables	558,912	435,424	71,611	507,035
Other financial assets	0	3,564,489	0	3,564,489
Inventories	82,442	0	82,442	82,442
Other assets	38,113	5,039,653	4,677	5,044,330
TOTAL CURRENT ASSETS	6,085,861	12,387,050	173,730	12,560,780
NON-CURRENT ASSETS				
Trade and other receivables	179,491	168,195	0	168,195
Other financial assets	79,620	79,620	0	79,620
Property, plant and equipment	57,039,247	55,479,719	674,758	56,154,477
Infrastructure	51,358,454	50,751,476	0	50,751,476
Right-of-use assets	210,381	120,151	0	120,151
TOTAL NON-CURRENT ASSETS	108,867,193	106,599,161	674,758	107,273,919
TOTAL ASSETS	114,953,054	118,986,211	848,488	119,834,699
CURRENT LIABILITIES				
Trade and other payables	2,896,859	5,312,134	1,712,662	7,024,796
Other liabilities	195,376	210,242	0	210,242
Lease liabilities	80,578	(2,310)	0	(2,310)
Borrowings	295,799	157,911	137,888	295,799
Employee related provisions	823,699	771,051	0	771,051
TOTAL CURRENT LIABILITIES	4,292,311	6,449,028	1,850,550	8,299,578
NON-CURRENT LIABILITIES				
Lease liabilities	204,476	204,476	0	204,476
Borrowings	4,809,576	4,260,981	390,684	4,651,665
Employee related provisions	134,319	134,317	0	134,317
TOTAL NON-CURRENT LIABILITIES	5,148,371	4,599,774	390,684	4,990,458
TOTAL LIABILITIES	9,440,682	11,048,802	2,241,234	13,290,036
NET ASSETS	105,512,372	107,937,409	(1,392,746)	106,544,663
Retained surplus	53,063,312	56,010,001	(1,392,746)	54,617,255
Reserve accounts	2,616,769	2,095,117	0	2,095,117
Revaluation surplus	49,832,291	49,832,291	0	49,832,291
TOTAL EQUITY	105,512,372	107,937,409	(1,392,746)	106,544,663

This statement is to be read in conjunction with the accompanying notes.

Movement in Equity as per Statement of Comprehensive Income

1,032,291

TOWN OF EAST FREMANTLE
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2026

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 2025-26 year is \$10,000 or 10.00% whichever is the greater.

Description	Var. \$ \$	Var. % %	Var.	Timing / Permanent	Explanation
Revenue from operating activities					
Rates	(11,098)	(0.11%)	▼	Permanent	No material variance.
Grants, subsidies and contributions	79,578	8.12%	▲	Timing	See Note 10 Grants & Contributions for more detailed information.
Fees and charges	83,022	5.00%	▲	Timing	No material variance.
Interest revenue	167,020	76.70%	▲	Permanent	Interest on investments income higher than budgeted.
Other Revenue - Principal Agent Arrangements	(57,475)	(1.15%)	▼	Timing	EFCP income and expenditure accruals based on forecast figures provided.
Other revenue	19,897	5.94%	▲	Timing	No material variance.
Expenditure from operating activities					
Employee costs	21,738	0.43%	▼	Timing	No material variance.
Materials and contracts	621,398	14.61%	▼	Timing	The variance reflects timing differences between purchase orders being raised and supplier invoices being received. Expenditure commitments currently exist against outstanding orders and, when these are considered, there is no material variance to budget.
Utility charges	8,509	0.00%		Timing	No material variance.
Depreciation	(69,719)	(3.31%)	▲	Timing	No material variance.
Finance costs	6,320	0.00%		Timing	Interest expenses on ROU assets recognised at end of the year process.
Insurance	(8,894)	(3.19%)		Timing	No material variance.
Other Expenditure - Principal Agent Arrangements	135,764	2.48%	▲	Timing	EFCP income and expenditure accruals based on forecast figures provided.
Other expenditure	(9,041)	0.00%		Timing	No material variance.
Investing Activities					
Proceeds from capital grants, subsidies and contributions	57,513	21.63%	▲	Timing	Revenue recognition of grants. See Note 10 Grants & Contributions.
Payments for property, plant and equipment	295,542	43.45%	▼	Timing	See Note 5 Capital Acquisitions for more detailed information.
Payments for construction of infrastructure	316,356	60.09%	▼	Timing	See Note 5 Capital Acquisitions for more detailed information.
Financing Activities					
Transfer from reserves	0	0.00%		Timing	No variance
Repayment of borrowings	(1,880)	0.00%		Timing	No material variance.
Payments for principal portion of lease liabilities	(1,462)	0.00%		Timing	Interest component on lease repayment to be recognised at end of the year process.
Surplus or deficit after imposition of general rates	1,734,105	239.03%	▲	Timing	Due to variances described above.

TOWN OF EAST FREMANTLE
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2026

2 STATEMENT OF FINANCIAL ACTIVITY INFORMATION

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

	Note	Current Budget Closing 30 June 2026	Last Year Closing 30 June 2025	Year to Date 31 May 2026
Current assets		\$	\$	\$
Cash and cash equivalents	3	2,861,422	5,406,394	3,362,484
Trade and other receivables		774,141	558,912	507,035
Other financial assets		0	0	3,564,489
Inventories	8	0	82,442	82,442
Other assets		177,665	38,113	5,044,330
		3,813,228	6,085,861	12,560,780
Less: current liabilities				
Trade and other payables		(1,074,631)	(2,896,859)	(7,024,796)
Other liabilities		(2,142)	(195,376)	(210,242)
Lease liabilities		(45,114)	(80,578)	2,310
Borrowings	9	(165,617)	(295,799)	(295,799)
Employee related provisions		(814,756)	(823,699)	(771,051)
Other provisions		(40,825)	0	0
		(2,143,085)	(4,292,311)	(8,299,578)
Net current assets		1,670,143	1,793,550	4,261,202
Less: Total adjustments to net current assets		(1,607,309)	(2,240,392)	(1,801,628)
Closing funding surplus / (deficit)		62,834	(446,842)	2,459,574

(b) Non-cash amounts 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*.

		Current Budget \$	YTD Budget (a) \$	YTD Actual (b)
Non-cash amounts excluded from operating activities				
Adjustments to operating activities				
Less: Profit on asset disposals	6	(35,626)	0	0
Add: Depreciation		2,298,486	2,106,952	2,176,673
Pensioner deferred rates receivable movement		0	0	8,295
Movement in Non-Current Receivables		0	0	3,001
Total non-cash amounts excluded from operating activities		2,262,860	2,106,952	2,187,969

(c) Current assets and liabilities excluded from budgeted deficiency

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.

		Current Budget Opening 30 June 2026	Last Year Closing 30 June 2025	Year to Date 31 May 2026
Adjustments to net current assets		\$	\$	\$
Less: Reserve accounts	4	(1,818,040)	(2,616,769)	(2,095,117)
Add: Current liabilities not expected to be cleared at the end of the year:				
- Current portion of borrowings	9	165,617	295,799	295,799
- Current portion of lease liabilities		45,114	80,578	(2,310)
Total adjustments to net current assets	2(a)	(1,607,309)	(2,240,392)	(1,801,628)

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.

TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026

3 CASH AND CASH INVESTMENTS

Description	Unrestricted \$	Restricted \$	Total Cash \$	Institution	Risk Rating (LT)	Interest Rate	Maturity Date
Cash Deposits							
Municipal Bank Account	3,345,883	0	3,345,883	CBA	AA-	3.50%	At Call
Cash On Hand	600	0	600	Petty Cash/Till Float	N/A	0.00%	On Hand
Cash On Hand - EFCP	15,000	0	15,000	EFCP Cash - Consolidation	N/A	0.00%	On Hand
Term Deposits							
Pooled (Muni, Reserves, Bonds and Grants)	0	2,024,437	2,024,437	NAB	AA-	4.00%	Jun 26
Pooled (Muni, Reserves, Bonds and Grants)	1,540,052	0	1,540,052	NAB	AA-	4.00%	Jun 26
Total	4,902,535	2,024,437	6,926,972				
Comprising							
Cash and cash equivalents	6,926,972	2,024,437	6,926,972				
Financial assets at amortised cost	0	0	0				
	6,926,972	2,024,437	6,926,972				

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 cash flows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Comments/Notes - Investments and Cash Deposits

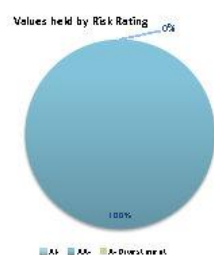
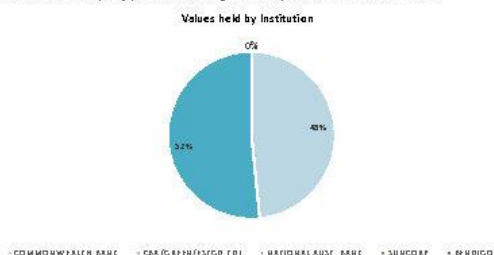
INSTITUTION	\$	(LT) RISK RATING	%
COMMONWEALTH BANK	\$3,345,883	AA-	48%
CBA (GREEN/ESTD TD)	\$0	AA-	0%
NATIONAL AUSTR. BANK	\$3,564,489	AA-	32%
SUNCORP	\$0	AA-	0%
BENDIGO	\$0	A- Divestment	0%
	\$6,911,372		100%

(LT) RISK RATING	PORTFOLIO LIMIT	\$	%
A+	MAX 100%	\$0	0%
AA-	MAX 100%	\$6,911,372	100%
AA (GREEN TERM DEPOSITS)	MAX 100%	\$0	0%
A- Divestment	MAX 100%	\$0	0%
BBB+ (DIVESTMENT)	MAX 80%	\$0	0%
		\$6,911,372	100%

The Town obtains quotes from three (3) financial institutions prior to placing investments. This ensures the Town is receiving the best return on investment possible. The amount the Town invests is dependent on cash flow requirements for business operations and capital works for upcoming months. As the financial year progresses, the Town's cash holdings decrease which means less investment of Municipal funds.

The current monetary policy imposed by the Reserve Bank of Australia (RBA) is driving the interest rate environment.

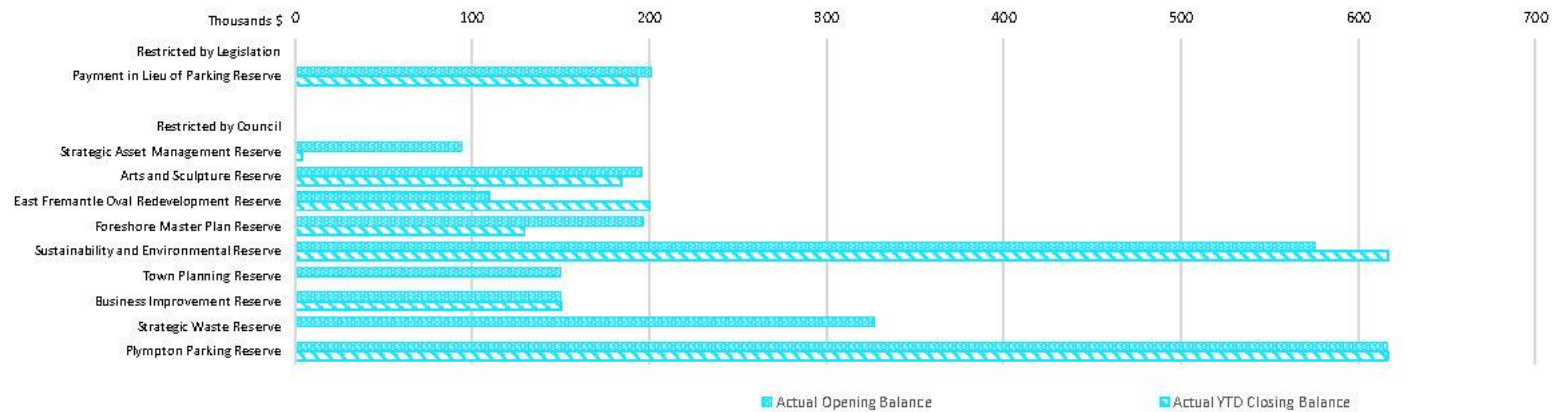
The Town's investment policy precludes investing in term deposits for more than 12 months.



**TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026**

4 RESERVE ACCOUNTS

Reserve name	Original Budget				Current Budget				Actual YTD Closing Balance
	Budget Opening Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Actual Opening Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by Legislation									
Payment in Lieu of Parking Reserve	201,385	0	0	201,385	201,385	0	(13,000)	188,385	201,385
Restricted by Council									
Strategic Asset Management Reserve	94,275	0	(90,000)	4,275	94,275	0	(90,000)	4,275	94,275
Arts and Sculpture Reserve	195,664	0	(91,000)	104,664	195,664	0	(11,500)	184,164	195,664
East Fremantle Oval Redevelopment Reserve	110,000	0	(110,000)	0	110,000	90,000	0	200,000	110,000
Foreshore Master Plan Reserve	196,344	0	(196,344)	0	196,344	0	(196,344)	0	196,344
Sustainability and Environmental Reserve	575,750	98,749	(364,499)	310,000	575,750	98,749	(199,950)	474,549	575,750
Town Planning Reserve	150,000	0	(150,000)	0	150,000	0	(150,000)	0	150,000
Business Improvement Reserve	150,000	0	0	150,000	150,000	0	0	150,000	150,000
Strategic Waste Reserve	326,684	0	(326,684)	0	326,684	0	(326,684)	0	326,684
Plympton Parking Reserve	616,667	0	0	616,667	616,667	0	0	616,667	616,667
	2,616,769	98,749	(1,328,527)	1,386,991	2,616,769	188,749	(987,478)	1,818,040	2,616,769
									2,095,117



TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026

5 CAPITAL ACQUISITIONS

Account Description	Adopted Budget	Current Budget	YTD Budget	YTD Actual	Order Value	Total Actual	Variance (Under/Over)	Completion	Comments
Plant & Equipment	254,768	157,961	65,470	138,912	4,091	143,000	14,958	88%	
E05200 Ford Ranger Super CO XL TDCI Diesel Space Cab	13,006	11,766	0	12,215	0	12,215	(460)	101%	Complete.
E12804 Toyota Hilux Dual Cab Lite	13,006	35,587	35,587	35,587	0	35,587	(0)	100%	Complete.
E11692 Ford Ranger Double CO XL Dual Cab Lite TDCI	37,700	35,844	26,883	35,895	0	35,895	(51)	100%	Complete.
E12613 Ford Ranger Single Cab Auto Diesel 4x2	13,006	11,766	0	12,215	0	12,215	(460)	101%	Complete.
E12642 Isuzu Truck	95,050	0	0	0	0	0	0	0%	Deferred as a budget saving.
J04636 Upgrade of power to EV Charger - Dovenby House	20,000	20,000	0	0	4,091	4,091	15,909	0%	On hold pending Western Power works.
Furniture & Equipment	10,000	25,681	25,681	18,743	0	18,743	8,938	73%	
E04606 General Allocation (Photocopier Corporate Benches)	10,000	25,681	25,681	18,743	0	18,743	6,938	73%	Complete.
Buildings	1,077,925	884,713	589,013	228,967	289,327	518,284	168,419	33%	
J11748 Solar and Battery Installation East Fremantle Community Park. Solar Installation Town Hall, Depot and Dovenby House	796,425	398,213	398,213	115,026	283,187	398,213	(1)	29%	Works in progress.
J11738 East Fremantle Community Park - Miscellaneous New Works	200,000	150,000	79,305	19,723	0	19,723	130,277	13%	Croquet works deferred. Remaining mtr or works being completed.
E11739 Tricolore Windows Balustrades	20,000	20,000	20,000	8,386	0	8,386	11,614	42%	Complete.
E14606 Buildings - General	61,500	106,500	83,996	83,833	0	83,833	22,667	79%	In progress, major works to Camp Walter, Depot air-conditioners, compliance upgrades at Tricolore and other minor maintenance.
E14601 Building Electrical Upgrades	0	10,000	7,500	0	6,140	6,140	3,860	0%	Amended to operating budget
J11672 East Fremantle Community Park - Scoreboard	0	0	0	0	0	0	0	0%	
Infrastructure - roads	380,000	0	0	0	0	0	0	0%	
J12850 Riverside Road (Swan Yacht club to Wayman reserve)	360,000	0	0	0	0	0	0	0%	Postponed to Q1 26/27
Infrastructure - drainage	77,148	122,148	112,148	0	0	0	122,148	0%	
J12834 Drainage - Various River Outlet Reduction and GPTs	27,148	27,148	27,148	0	0	0	27,148	0%	Works limited to investigation phase only to support future scoping as a budget saving.
J12835 Preston Point Road - Pipe from PPR to river above carpark - Pipe upgrade running down bank to river - investigation and options	10,000	10,000	10,000	0	0	0	10,000	0%	Works limited to investigation phase only to support future scoping as a budget saving.
J12836 Camp Walter - Drainage upgrade from accessway	20,000	25,000	25,000	0	0	0	25,000	0%	To be delivered in-house.
J12837 Boat Ramp - Upgrade existing pits and clean out sumps with weeds	20,000	20,000	20,000	0	0	0	20,000	0%	To be delivered in-house.
J11673 Olsson Park - Limestone Wall	0	40,000	30,000	0	0	0	40,000	0%	Procuring contractor - potential carry over.
Infrastructure - parks & ovals	406,000	225,000	195,000	20,487	87,012	107,479	117,521	8%	
E11725 Infrastructure - Parks & Ovals	0	0	0	0	0	0	0	0%	
J11741 Infrastructure - general allocation	75,000	75,000	75,000	4,946	7,005	11,950	63,050	7%	Replaced lights at Mary Cowan - routine park furniture replacement - remainder to playground replacements.
J11745 Drink Fountains	10,000	10,000	10,000	7,640	5,869	13,509	(3,509)	76%	Pending installation.
J12812 Road-lighting Upgrade - Wauhop Park	105,000	105,000	105,000	6,630	74,138	80,768	19,232	7%	Funding Agreement Finalised, contract awarded, Stage 1 complete.
J11674 Bore pump test - Olsson Park	10,000	10,000	10,000	0	0	0	10,000	0%	Decoupled as a budget saving.
J11747 Urlich Playground Replacement	125,000	30,000	0	0	0	0	30,000	0%	Consultation underway, purchase of equipment deferred to 2026/27.
J11742 Public Art Installation - East Fremantle Community Park	91,000	0	0	1,252	0	1,252	(1,252)	0%	On hold pending consultation with Council.
Infrastructure - car parks	20,000	20,000	15,000	0	0	0	20,000	0%	
E12609 Carparks - General Allocation	20,000	20,000	15,000	0	0	0	20,000	0%	
Infrastructure - footpaths	224,580	194,580	204,280	188,805	0	188,805	4,975	97%	
J12843 Riverside Road (North side, adjacent to Wayman Reserve (do at same time as road upgrade)	45,000	0	0	0	0	0	0	0%	Deferred to 26/27
J12845 Preston Point Road - Between Pier St & Woodhouse St	70,000	70,000	70,000	70,000	0	70,000	0	100%	Complete.
J12844 Preston Point Road (West side) - Between Bolton Street and Pier Street	109,580	109,580	109,580	109,905	0	109,905	(325)	100%	Complete.
J11846 Moss St (West side, between Cannibing Hwy & George St (Remove Concrete and replace with Red asphalt, as per style guide)	0	15,000	24,700	9,700	0	9,700	5,300	65%	Complete.
	2,450,421	1,450,083	1,206,582	584,894	380,430	975,124	454,958	42%	

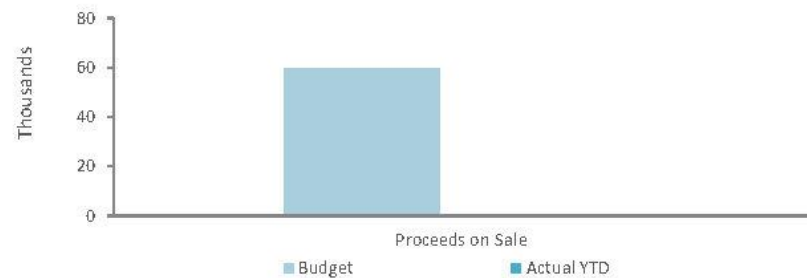
● Total Actual < Current Budget
● No Current Budget
● No YTD Actual
● Complete

**TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026**

6 DISPOSAL OF ASSETS

Asset Ref.	Asset description	Current Budget				YTD Actual			
		Net Book	Proceeds	Profit	(Loss)	Net Book	Proceeds	Profit	(Loss)
		Value				Value			
		\$	\$	\$	\$	\$	\$	\$	\$
1GQJ-387	Ford Ranger Super	10,000	17,000	7,000	0	0	0	0	0
1DTJ-953	Toyota Hilux Dual Cab	0	11,000	11,000	0	0	0	0	0
1GQD-688	Ford Ranger Double	10,374	17,000	6,626	0	0	0	0	0
1GDV-315	Ford Ranger Single Cab	0	11,000	11,000	0	0	0	0	0
1GKM-815	Isuzu NPR	0	0	0	0	0	0	0	0
1TUQ-820	Variable Message Board	4,000	4,000	0	0	0	0	0	0
								0	0
		24,374	60,000	35,626	0	0	0	0	0

*As at



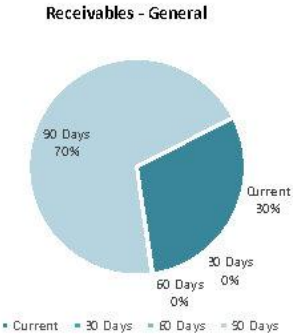
TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026

7 TRADE AND OTHER RECEIVABLES

Rates receivable	30 June 2025	31 May 2026
	\$	\$
Opening arrears previous years	78,272	114,004
Levied this year	11,444,213	12,148,816
Less - collections to date	(11,408,481)	(11,950,906)
Gross rates collectable	114,004	311,914
Excess rates paid	65,054	71,589
Net rates collectable	179,058	383,503
% Gross Collected	99.0%	97.5%

Trade and Other Receivables	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Receivables - general	34,470	229	0	0	34,699
Receivables - infringements	0	0	0	0	99,772
Receivables - agreements	0	0	0	0	163,937
ESL / Pensioner Rebates	0	0	0	0	10,118
ATO - GST	0	0	0	0	79,832
Total Trade and Other Receivables outstanding					388,358
Allowance for credit losses of other receivables	0	0	0	0	(54,237)
Total Trade and Other Receivables (Excluding Rates Receivables)					334,121

Amounts shown above include GST (where applicable)
Excludes opening balance EFCP consolidated Trade and Other Receivables of \$71,611

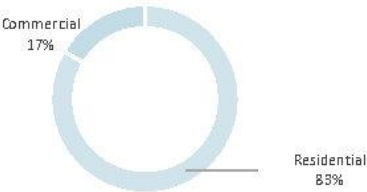
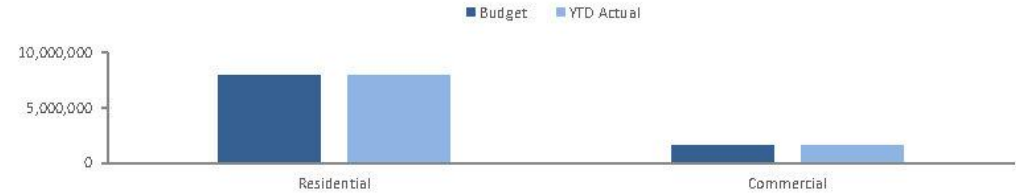


TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026

8 RATE REVENUE

General rate revenue

RATE TYPE	Rate in \$ (cents)	Number of Properties	Rateable Value	Rate Revenue \$	Current Budget Reassessed Rate Revenue \$	Total Revenue \$	Rate Revenue \$	YTD Actual Reassessed Rate Revenue \$	Total Revenue \$
Gross rental value									
Residential	0.075417	2,967	105,518,080	7,961,100	33,517	7,994,617	7,957,857	21,036	7,978,893
Commercial	0.127835	119	12,346,985	1,578,377	0	1,578,377	1,578,377	0	1,578,377
Sub-Total		3,086	117,865,065	9,539,477	33,517	9,572,994	9,536,234	21,036	9,557,270
Minimum payment									
Minimum Payment \$									
Gross rental value									
Residential	1,360.00	336		456,960	0	456,960	456,960	0	456,960
Commercial	2,034.00	7	79,940	14,238	0	14,238	14,238	0	14,238
Sub-total		343	79,940	471,198	0	471,198	471,198	0	471,198
Total						10,044,192			10,028,468



**TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026**

9 BORROWINGS

Repayments - borrowings

Information on borrowings

Particulars	Loan No.	1 July 2025	New Loans		Principal Repayments		Principal Outstanding		Finance Costs	
			Actual	Current Budget	Actual	Current Budget	Actual	Current Budget	Actual	Current Budget
		\$	\$	\$	\$	\$	\$	\$	\$	\$
EF Oval Precinct Redevelopment	185	4,576,802	0	0	(157,911)	(157,911)	4,418,891	4,418,891	182,215	218,794
EF Oval Precinct Redevelopment - Loan guarantee fee	185	0	0	0	0	0	0	0	32,125	32,125
EF Community Park - Equipment loan EFCP		528,573	0	0	0	0	528,573	0	0	0
Total		5,105,375	0	0	(157,911)	(157,911)	4,947,464	4,418,891	214,340	250,919
Current borrowings		295,799					295,799			
Non-current borrowings		4,809,576					4,651,665			
		5,105,375					4,947,464			

All debenture repayments were financed by general purpose revenue.

KEY INFORMATION

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or 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.

**TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026**

**10 GRANTS, SUBSIDIES AND CONTRIBUTIONS
OPERATING CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS**

Program	Grant Provider	Purpose of Grant	Original Budget Revenue	Current Budget Revenue	YTD Budget	YTD Revenue Actual
			\$	\$	\$	\$
General Purpose Funding						
Grants Commission - General	WALGGC	Untied - General Purpose	191,670	107,468	107,468	107,469
Grants Commission - Roads	WALGGC	Untied - Road	85,665	37,252	37,252	37,252
Education and Welfare						
Commonwealth Home Support Programme	Commonwealth Dep. Health	Commonwealth Home Support Programme	707,894	707,894	650,977	726,792
Recreation and Culture						
Riverbank Grant Funding	Foreshore Management Reserve	Norm McKenzie Wall Upgrade & Plaza Project	181,339	181,339	136,005	133,047
Community Amenities						
Bus Shelter - Maintenance Assistance Scheme	Public Transport Authority	Bus Shelter Maintenance	4,100	4,100	3,075	2,880
Transport						
Direct Grant	Main Roads	Direct Grant	28,000	28,000	27,697	26,788
Street Lighting Subsidy	Main Roads	Street Lighting Subsidy	4,800	4,800	0	0
Stirling Bridge Verge Maintenance Agreement	Main Roads	Stirling Highway Verge Maint. Agreement	8,000	8,000	0	6,324
Department of Water	Department of Water	WATR09RI - WA Tree Recovery Round 1	0	17,155	17,155	17,155
			1,211,468	1,096,008	930,129	1,059,707

CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Program	Grant Provider	Purpose of Grant	Original Budget Revenue	Current Budget Revenue	YTD Budget	YTD Revenue Actual
				\$	\$	\$
Recreation and Culture						
Fremantle Womens Soccer Club Refurb	State Government	Election Commitment - Flood Lighting Upgrade Wauhop Park	100,000	100,000	0	0
Community Energy Fund						
East Fremantle Community Park	Fed. Dept. of Industry, Science and Resources	Solar and Battery Installation	398,213	199,107	0	57,513
	AFL Facilities Fund and others		0	265,909	265,909	265,909
Transport						
Regional Road Group	Main Roads WA	Riverside Road Upgrade	240,000	0	0	0
Roads to Recovery	Department of Infrastructure	Riverside Road Upgrade	120,000	0	0	0
			858,213	565,016	265,909	323,422

**TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026**

11 BUDGET AMENDMENTS

Amendments to original budget since budget adoption.

Description	Date	Increase / (Decrease) to Net Surplus \$	Current Budget Surplus/ (Deficit) Running Balance \$
Annual Budget Adoption Surplus/(Deficit)			0
Adjustment to budgeted surplus	18 Nov 25	287,923	287,923
25/26 Budget Opening Surplus / (Deficit) - (\$588,579)			
25/26 Actual B/F Surplus / (Deficit) - (\$300,656)			
Financial Assistance Grants			
General Purpose Grants - Grants Commission	19 Aug 25	(113,482)	174,441
General Purpose Grants (Roads) - Grants Commission	19 Aug 25	(53,577)	120,864
EF Oval Operating Expense/Income	19 Aug 25	367,891	488,755
Other Revenue - Principal Agent Arrangements	19 Aug 25	5,476,081	5,964,836
Other Expenditure - Principal Agent Arrangements	19 Aug 25	(5,843,972)	120,864
EF Oval Redevelopment project			
Capex - EF Oval Redevelopment	19 Aug 25	(187,000)	(66,136)
AFL Facilities Funding	19 Aug 25	250,000	183,864
East Fremantle Community Park - Scoreboard	19 Aug 25	(50,000)	133,864
General Capex carry overs from 24-25			
Buildings general	19 Aug 25	(45,000)	88,864
Camp Waller - Eaves	19 Aug 25	(5,000)	83,864
Building Electrical Upgrades	19 Aug 25	(10,000)	73,864
Glasson Park - Limestone Wall	19 Aug 25	(40,000)	33,864
Parks and Ovals - Bores and Irrigation	19 Aug 25	(50,000)	(16,136)
Moss Street Footpath	19 Aug 25	(15,000)	(31,136)
Operational expenses carry overs from 24-25			
Strategic and Business Planning Services	19 Aug 25	(40,000)	(71,136)
Mooring Jetty Maintenance	19 Aug 25	(50,000)	(121,136)
Furniture and equipment	18 Nov 25	(13,876)	(135,012)
Materials and Contracts - equipment below threshold	18 Nov 25	(5,000)	(140,012)
Materials and Contracts - Public art maintenance	18 Nov 25	(11,500)	(151,512)
Transfer from Art and Sculpture Reserve	18 Nov 25	11,500	(140,012)
Service Contracts - Consultancy	09 Dec 25	(7,750)	(147,762)
ICT, Support, Licences	09 Dec 25	(13,560)	(161,322)
Materials and contracts	17 Feb 26	(13,000)	(174,322)
Transfer from Payment in Lieu of Parking Reserve	17 Feb 26	13,000	(161,322)
Mid year budget review			
Operating revenue	17 Mar 26	144,361	(16,961)
Operating expenditure	17 Mar 26	(131,623)	(148,584)
Capital expenditure	17 Mar 26	1,216,215	1,067,631
Proceeds from sale of assets	17 Mar 26	(15,000)	1,052,631
Non-operating revenue	17 Mar 26	(543,197)	509,434
Transfers from reserves	17 Mar 26	(273,250)	236,184
Lease repayments	17 Mar 26	(27,164)	209,020
Miyawaki Forest - School Partnership			
Materials and contracts	17 Mar 26	(17,700)	191,320
Transfer from Sustainability and Environment Reserve	17 Mar 26	17,700	209,020
Revision of opening deficit position	21 Apr 26	(146,186)	62,834
Deferral of East Fremantle Community Park Capital Expenditure			
EFCP Capital Works	21 Apr 26	200,000	262,834
Transfer from East Fremantle Oval Development Reserve	21 Apr 26	(110,000)	152,834
Transfer to East Fremantle Oval Development Reserve	21 Apr 26	(90,000)	62,834
		62,834	62,834

**TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026**

12 STATEMENT OF FINANCIAL ACTIVITY

GENERAL OPERATIONS

		Original Budget	Current Budget	YTD Budget	YTD Actual	Variance* \$	Variance* %	Var.
Note		(a) \$	(a) \$	(b) \$	(c) \$	(c) - (b) \$	((c) - (b))/(b) %	
OPERATING ACTIVITIES								
Revenue from operating activities								
	Rates	10,044,192	10,044,192	10,039,566	10,028,468	(11,098)	(0.11%)	▼
8	Grants, subsidies and contributions	1,211,468	1,096,008	980,129	1,059,707	79,578	8.12%	▲
10	Fees and charges	1,808,373	1,782,164	1,659,894	1,742,916	83,022	5.00%	▲
	Interest revenue	220,569	220,569	217,760	384,780	167,020	76.70%	▲
	Other revenue	268,480	362,480	334,854	354,751	19,897	5.94%	▲
6	Profit on asset disposals	35,626	35,626	0	0	0	0.00%	▲
		13,588,708	13,541,039	13,232,203	13,570,622	338,419	2.56%	
Expenditure from operating activities								
	Employee costs	(5,687,040)	(5,513,245)	(5,035,387)	(5,012,976)	22,411	0.45%	▼
	Materials and contracts	(4,547,026)	(4,825,716)	(4,095,148)	(3,521,981)	573,167	14.00%	▼
	Utility charges	(452,443)	(396,929)	(354,683)	(346,174)	8,509	2.40%	▲
	Depreciation	(2,298,486)	(2,298,486)	(2,106,954)	(2,176,673)	(69,719)	(3.31%)	▲
	Finance costs	(49,214)	(13,397)	(11,397)	(5,397)	6,000	52.65%	▼
	Insurance	(317,614)	(278,703)	(278,703)	(287,597)	(8,894)	(3.19%)	▼
	Other expenditure	(812,754)	(827,796)	(776,932)	(748,473)	28,459	3.66%	▼
		(14,164,577)	(14,154,272)	(12,659,204)	(12,099,271)	559,933	4.42%	
	Non-cash amounts excluded from operating activities	2,262,860	2,262,860	2,106,952	2,187,969	81,017	3.85%	▲
	Amount attributable to operating activities	1,686,991	1,649,627	2,679,951	3,659,320	979,369	36.54%	
INVESTING ACTIVITIES								
10	Proceeds from capital grants, subsidies and contributions	858,213	299,107	0	57,513	57,513	0.00%	▲
6	Proceeds from disposal of assets	75,000	60,000	0	0	0	0.00%	▲
5	Payments for property, plant and equipment	(346,268)	(320,142)	(202,646)	(249,873)	(47,227)	(23.31%)	▲
5	Payments for construction of infrastructure	(1,087,728)	(561,728)	(526,428)	(210,072)	316,356	60.09%	▼
	Amount attributable to investing activities	(500,783)	(522,763)	(729,074)	(402,432)	326,642	44.80%	
FINANCING ACTIVITIES								
4	Transfer from reserves	1,218,527	987,478	710,401	710,401	0	0.00%	
9	Repayment of borrowings	0	0	0	0	0	0.00%	
	Payments for principal portion of lease liabilities	(54,261)	(81,425)	(81,425)	(82,887)	(1,463)	(1.80%)	
4	Transfer to reserves	(98,749)	(188,749)	(188,749)	(188,749)	0	0.00%	
	Amount attributable to financing activities	1,065,517	717,304	440,227	438,765	(1,463)	(0.33%)	
MOVEMENT IN SURPLUS OR DEFICIT								
	Surplus or deficit at the start of the financial year	(588,579)	(446,842)	(446,842)	(446,842)	0	0.00%	
	Amount attributable to operating activities - general	1,686,991	1,649,627	2,679,951	3,659,320	979,369	36.54%	▲
	Amount attributable to investing activities - general	(500,783)	(522,763)	(729,074)	(402,432)	326,642	44.80%	▲
	Amount attributable to financing activities - general	1,065,517	717,304	440,227	438,765	(1,463)	(0.33%)	
	Surplus or deficit after imposition of general rates	1,663,146	1,397,326	1,944,262	3,248,810	1,304,548	67.10%	▲

KEY INFORMATION

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

**TOWN OF EAST FREMANTLE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2026**

**13 STATEMENT OF FINANCIAL ACTIVITY
EAST FREMANTLE COMMUNITY PARK (EFCP)**

		Original Budget	Current Budget	YTD Budget	YTD Actual	Variance* \$	Variance* %	Var.
Note		(a) \$	(a) \$	(b) \$	(c) \$	(c) - (b) \$	((c) - (b))/(b) %	
OPERATING ACTIVITIES								
	Revenue from operating activities							
	Other revenue - principal agent arrangements	0	5,501,051	5,000,230	4,942,755	(57,475)	-1%	▼
		0	5,501,051	5,000,230	4,942,755	(57,475)	-1%	
	Expenditure from operating activities							
	Employee costs	0	0	0	(673)	(673)	0%	
	Materials and contracts	(367,891)	(169,434)	(157,788)	(109,557)	48,231	31%	▼
	Finance costs	(250,919)	(250,919)	(214,660)	(214,340)	320	0%	
	Other expenditure - principal agent arrangements	0	(5,974,975)	(5,466,435)	(5,330,671)	135,764	2%	▲
	Other expenditure	0	0	(12,500)	(50,000)	(37,500)	-300%	▲
		(618,810)	(6,395,328)	(5,851,383)	(5,705,241)	146,142	2%	
	Amount attributable to operating activities	(618,810)	(894,277)	(851,153)	(762,486)	88,667	10%	
INVESTING ACTIVITIES								
	Proceeds from capital grants, subsidies and contributions	10				0	0%	
		0	265,909	265,909	265,909			
	Payments for property, plant and equipment	5	(996,425)	(548,213)	(477,518)	(134,749)	72%	▼
	Amount attributable to investing activities	(996,425)	(282,304)	(211,609)	131,160	342,769	162%	
FINANCING ACTIVITIES								
	Transfers from reserves	4	110,000	0	0	0	0%	
	Repayment of borrowings	9	(157,911)	(157,911)	(157,911)	(1,880)	-1%	
	Amount attributable to financing activities	(47,911)	(157,911)	(156,031)	(157,911)	(1,880)	-1%	
MOVEMENT IN SURPLUS OR DEFICIT CONSOLIDATED SUMMARY								
	Surplus or deficit at the start of the financial year	(588,579)	(446,842)	(446,842)	(446,842)	0	0%	
	Amount attributable / net result for EFCP	(1,663,146)	(1,334,492)	(1,218,793)	(789,236)	429,557	35%	▲
	Amount attributable to operating activities - general	1,666,991	1,649,627	2,679,951	3,659,320	88,667	37%	▲
	Amount attributable to investing activities - general	(500,783)	(522,763)	(729,074)	(402,432)	342,769	45%	▲
	Amount attributable to financing activities - general	1,065,517	717,304	440,227	438,765	(1,880)	0%	
	Surplus or deficit after imposition of general rates	0	62,834	725,469	2,459,574	1,734,105	239%	▲

KEY INFORMATION

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

13.12 ACCOUNTS FOR PAYMENT - MAY 26

Report Reference Number	OCR-4286
Prepared by	Natalie McGill Senior Finance Officer
Supervised by	Peter Kocian, Executive Manager Corporate Services
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple Majority
Documents tabled	Nil

Attachments

1. List of Accounts May 26
2. Ampol invoice April 26

PURPOSE

That Council, in accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, receives the list of payments made under delegated authority for the month ending 31 May 2026.

EXECUTIVE SUMMARY

Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* requires Council to receive a monthly list of payments made under delegated authority. This report presents payments made from 1 May to 31 May 2026 (inclusive of GST) for Council's noting and receipt.

BACKGROUND

The Chief Executive Officer has delegated authority to make payments from the Municipal and Trust Accounts in accordance with budget allocations. Payments are processed primarily by electronic funds transfer (EFT), with limited use of cheques, direct debit, credit cards, reimbursements and refunds. Payments have been processed in accordance with delegated authority and internal financial controls, including invoice verification and approval workflows. Itemised lists of all payments made under delegated authority during the period are provided in the attachments.

CONSULTATION

Not required for this administrative reporting item.

STATUTORY ENVIRONMENT

Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* requires local governments to prepare a monthly list of payments made under delegated authority and present that list to Council.

Regulation 13A also requires reporting of incidental spending made using purchasing cards (for example, corporate credit cards and fuel cards), to support transparency and accountability.

POLICY IMPLICATIONS

Policy 2.1.3 Purchasing. All supplier payments are approved under delegated authority pursuant to the authorisation limits outlined in Council's Purchasing Policy.

FINANCIAL IMPLICATIONS

All expenditure is incurred by authorised officers and made in accordance with the adopted Annual Budget. All amounts quoted in this report are inclusive of GST.

STRATEGIC IMPLICATIONS

A proactive, approachable Council which values community consultation, transparency and accountability

5.1 Strengthen organisational accountability and transparency

5.2 Strive for excellence in leadership and governance.

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
That Council does not accept the list of payments	Rare (1)	Moderate (3)	Low (1-4)	COMPLIANCE Minor regulatory or statutory impact	Accept Officer Recommendation

RISK MATRIX

Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	3
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

N/A

COMMENT

Significant payments for the period are summarised below.

Payee	Particulars	Amount (GST inc)
EQUITY CIVIL & DRAINAGE	PRESTON POINT ROAD FOOTPATH UPGRADE - (WEST SIDE) - BETWEEN BOLTON ST & PIER ST	\$197,894.95
PERDAMAN ADVANCED ENERGY PTY LTD	RFT03_2025-2026 - DESIGN SUPPLY & INSTALLATION OF SOLAR PANEL & BATTERY SYSTEMS 4 X PROJECT SITES - EFCP, TOWN HALL, DEPOT & DOVENBY HOUSE - MILESTONE 1 - 20% DEPOSIT	\$112,219.35
OFFICE OF THE AUDITOR GENERAL OAG	AUDIT FEES - 2024-25 PLUS ADDITIONAL FEES FOR ADDITIONAL WORK REQUIRED	\$108,906.60
INDIANIC SERVICES PTY LTD	MOORING PENS - REPLACE 4X WOODEN PILES WITH STEEL PLUS - VARIATION - LARGER PILE REQUIRED	\$74,790.38
MIRAPLEX GROUP	RFT01 - 2025/2026 NORM MCKENZIE RIVERWALL REDEVELOPMENT - PROGRESS CLAIM 5	\$70,198.14
VEOLIA RECYCLING & RECOVERY	WASTE & RECYCLING – APRIL 26	\$36,853.47
MIRAPLEX GROUP	RFT01 - 2025/2026 NORM MCKENZIE RIVERWALL REDEVELOPMENT - PROGRESS CLAIM 4	\$33,664.03
FOCUS NETWORKS	WINDOWS SERVER 2025 RENEWAL - QU9107G - EXP 13/05/27 - 13/05/26 - 13/05/27. RFT04 - 2021/22 MANAGED PROACTIVE SERVICE (IT SUPPORT SERVICES) - APRIL 26. QU9059G - MIGRATE LEGACY LAPS TO ENTRA LAPS. RFT04 - 2021/22 SOFTWARE AS A SERVICE AND MANAGED HARDWARE - MAY 26. QU9149G - REIMAGE SBPPERLPT3 LAPTOP AS A TEF DEVICE	\$31,415.14
SYNERGY	POWER SUPPLY VARIOUS LOCATIONS	\$27,096.55
SYNERGY	POWER SUPPLY VARIOUS LOCATIONS	\$17,700.00

CONCLUSION

Receipt of the payments list satisfies Council's governance and reporting obligations under regulation 13(1).

13.12 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution – Adopted by Exception (Refer Page 7) 011606

OFFICER RECOMMENDATION:

That Council in accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, receives the list of payments made under delegated authority for the month ended 31 May 2026.

May 2026		
Voucher No.	Account	Amount
Cheque 5428	Municipal (Cheques)	\$25.55
EFT 40992— 41129	Municipal (EFT)	\$1,085,433.31
Payroll	Municipal (EFT)	\$270,709.51
	Municipal (Direct Debit)	\$272,785.51
	Credit Card	\$2,200.63
	Total Payments	\$1,631,154.51

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Attachments start on the next page

TOWN OF EAST FREMANTLE					
List of Accounts paid by the Chief Executive for May 2026 submitted for the information of the Council Meeting to be held on Tuesday 16 June 2026					
Cheque	Payment Date	Supplier	Description	Inv Amount	Cheque
5428	22/04/2026	DEPARTMENT OF TRANSPORT	12 MONTH VEHICLE REGISTRATION RENEWAL TRAILER	25.55	25.55
			CHEQUE TOTAL	25.55	25.55
EFTS					
		Supplier	Description	Inv Amount	EFT
EFT40992	06/05/2026	BUNNINGS BLDG SUPPLIES LTD	VARIOUS HARDWARE - 30/04/26	111.12	111.12
EFT40993	06/05/2026	BOC LIMITED	CONTAINER SERVICE - APRIL 2026	23.14	23.14
EFT40994	06/05/2026	FREMANTLE HERALD	ADVERTISING - PUBLIC NOTICE FOR ANNUAL ELECTORS MEETING IN MAY 2026	220.00	220.00
EFT40995	06/05/2026	OPTUS ADMINISTRATION PTY LTD	MOBILE PHONE USE 22/03/26 - 21/04/26	129.99	129.99
EFT40996	06/05/2026	WORK CLOBBER	OPS STAFF UNIFORM - SHIRTS, RAIN JACKET AND BOOTS	302.10	
			OPS STAFF UNIFORM - REPLACEMENT SHIRTS	202.80	504.90
EFT40997	06/05/2026	SYNERGY	POWER SUPPLY VARIOUS LOCATIONS	24,438.95	24,438.95
EFT40998	06/05/2026	TREE PLANTING & WATERING	STREET TREE WATERING - 01/05/26, 05/05/26 & 08/05/26	11,050.38	11,050.38
EFT40999	06/05/2026	FORESTVALE TREES	SUPPLY AND DELIVER 20 X RED CAP GUMS,15 X RED IRONBARK,1 X SILVER PRINCESS, 6 X KURRAJONG, 8 X JACARANDA, 5 X BANKSIA GRANDIS, 5 X BANKSIA INTEGRIFOLIA,5 X BOTTLEBRUSH KPS, 8 X TUCKEROO.	12,691.80	12,691.80
EFT41000	06/05/2026	JONATHAN EPPS	STREET TREE ARBORIST INSPECTION -MAY STREET	594.00	594.00
EFT41001	06/05/2026	KOOL LINE ELECTRICAL & REFRIGERATION	ADDITIONAL ITEMS FOR WORKS REPAIRS	1,375.00	
			2026 SAMSON TREE FESTIVAL ELECTRICIAN	984.50	2,359.50
EFT41002	06/05/2026	DEPT OF MINES, INDUSTRY REGULATION & SAFETY (FORMALLYBUILDING COMMISSION)	BSL COLLECTED MARCH 25	6,523.63	6,523.63
EFT41003	06/05/2026	WESTERN AUSTRALIA LOCAL GOVERNMENT ASSOCIATION (WALGA)	1 X REGISTRATION FOR SPEAKING PROFESSIONALLY AS AN ELECTED MEMBER	682.00	682.00
EFT41004	06/05/2026	SATELLITE SECURITY SERVICES	DEPOT - UPDATE SECURITY ALARM CODES	77.00	77.00
EFT41005	06/05/2026	STRATA GREEN	100 PAIRS SUPERGRIP NITRILE GLOVES XL, 50 PAIRS SUPERGRIP NITRILE GLOVES M, 5 PAIRS DENVER SAFETY GLASSES, 5 X DELUXE EARMUFFS,	1,130.82	
			SUPPLY 100 X 50X50X2100 HARDWOOD TREE STAKES, 16 GREENWELL TREE SURROUND, 100M X FLAT TREE TIE, 1000PK ARBORTAB TREE TABLETS	1,800.12	2,930.94
EFT41006	06/05/2026	WOOLWORTHS GROUP LIMITED	WOOLWORTHS PURCHASES- ADMIN - 21/04/26		
			WOOLWORTHS PURCHASES - CHSP - 20/04/26	8.00	
			WOOLWORTHS PURCHASES- ADMIN -20/04/26	75.05	
			WOOLWORTHS PURCHASES - CHSP - 21/04/26	89.97	
			WOOLWORTHS PURCHASES- ADMIN - 21/04/26	190.50	
			WOOLWORTHS PURCHASES - CHSP - 22/04/26	27.63	
			WOOLWORTHS PURCHASES - CHSP - 28/04/26	254.29	
			WOOLWORTHS PURCHASES - OPERATIONS - 29/04/26	47.44	692.88
EFT41007	06/05/2026	CITY OF SOUTH PERTH	OCCUPANCY AND CARE AND SUSTENANCE IMPOUND FEES 25/26 - MARCH 26	125.40	125.40
EFT41008	06/05/2026	INDIANIC SERVICES PTY LTD	MOORING PENS - REPLACE 4X WOODEN PILES WITH STEEL PLUS - VARIATION - LARGER PILE REQUIRED	74,790.38	74,790.38
EFT41009	06/05/2026	ASSA ABLOY ENTRANCE SYSTEMS AUSTRALIA PTY LTD	TOWN HALL - AUTOMATIC DOOR QUARTERLY MAINTENANCE - 2025/26 - APRIL 26 - INCLUDES FUEL SURCHARGE	201.09	201.09
EFT41010	06/05/2026	MP ROGERS & ASSOCIATES P/L	CONSTRUCTION PHASE SERVICES (SUPERINTENDENT) FOR THE NORM MCKENZIE RIVERWALL	9,448.66	
			RIVERWALLS - WAYMAN & SEA SCOUTS - ASSESSMENT, RECOMMENDATIONS AND DBCA APPLICATION	4,597.92	14,046.58
EFT41011	06/05/2026	FOCUS NETWORKS	QU9093G - MICROSOFT 365 SECURITY GROUP CREATIONS FOR SHAREPOINT PERMISSIONS - TICKET 200472	627.00	
			QU8683G STRATEGIC IT PLAN	3,377.00	
			QU9120G - CURVED MONITOR FOR CEO	855.80	
			QU9081G - VULNERABILITY DETECTION	209.00	
			PROJECT WORK RATE FOR OUT OF SCOPE WORKS - MARCH 26	281.60	
			QU9159G -1 X CO PILOT LICENCE - 29/4/26-30/6/26	50.77	5,401.17
EFT41012	06/05/2026	SNAP PRINTING	10 x A1 POSTERS ON 100gsm BOND PAPER - SINGLE SIDED - GEORGE STREET SHARED SPACE	250.00	
			2 x A1 CORFLUTE ADVERTISING SIGNS FOR DAP APPLICATION	199.20	449.20
EFT41013	06/05/2026	APARC AUSTRALIAN PARKING & REVENUE CONTROL PTY LTD	PURCHASE AND INSTALL UPPER FACIA AND ALPHA NUMERIC KEY PAD STICKERS PLUS LABOUR AND FREIGHT FOR TICKET MACHINE 2	1,997.05	
			PAYABLE CREDIT CARD TRANSACTIONS VIA TILL PER MONTH - APRIL 26	352.51	
			ONGOING MONTHLY CHARGES - HOST CMS INC LICENSE & COMMUNICATION COSTS, COMPREHENSIVE MAINTENANCE & PARTS PER MONTH - APRIL 26	187.31	2,536.87
EFT41014	06/05/2026	STATE WIDE TURF SERVICES	GROOM,LOW MOW AND SWEEP LOWER WAUHOP	4,070.00	4,070.00
EFT41015	06/05/2026	ARBORCARBON PTY LTD	ARBORCAM ACQUISITION OF TOEF 2026 - MILESTONE 3 - DELIBERY OF IMAGE DATASETS	8,800.00	8,800.00
EFT41016	06/05/2026	VEOLIA RECYCLING & RECOVERY (FORMALLY SUEZ)	FOGO - GREEN BINS - RESIDENTIAL & PRIORITY, GENERAL WASTE - RED BINS - RESIDENTIAL & PRIORITY, PARKS & RESERVES, STREET LITTER BINS, YELLOW BINS - RESIDENTIAL & PRIORITY, STREET LITTER BINS, GENERAL WASTE- RED BINS - COMMERCIAL, RECYCLING- YELLOW BINS -COMMERCIAL, 48-50 ALEXANDRA GENERAL WASTE & RECYCLING -MARCH 26	35,993.00	
			GENERAL WASTE COLLECTION-- 46 EAST STREET	860.47	36,853.47
EFT41017	06/05/2026	AMBIUS (RENTOKIL INITIAL PTY LTD)	TOWN HALL PLANT HIRE - 27/05/26 - 26/06/26	370.82	370.82
EFT41018	06/05/2026	RICHMOND PRIMARY SCHOOL P & C ASSOCIATION INC.	COMMUNITY ASSISTANCE GRANT 2024/25	2,000.00	2,000.00
EFT41019	06/05/2026	H DICKSON	CHSP VOLUNTEER MEAL REIMBURSEMENT 22/04/26	20.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 24/04/26	20.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 29/04/26	20.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 01/05/26	19.50	79.50
EFT41020	06/05/2026	SHRED-X PTY LTD	240L SECURITY BIN EXCHANGE - DEPOT - 06/01/26	12.14	12.14
EFT41021	06/05/2026	LIVING TURF	SUPPLY GRANULAR FERTILISER FOR WAUHOP PARK, HENRY JEFFREY OVAL & PRESTON POINT RESERVE	5,478.00	5,478.00
EFT41022	06/05/2026	PTC IRRIGATION	IRRIGATION MAIN LINE REPAIR AT EF TENNIS CLUB	1,062.95	1,062.95
EFT41023	06/05/2026	THE FRUIT BOX GROUP	FRUITBOX DELIVERY TOWN HALL AND DEPOT - 30/03 - 20/04	317.24	317.24

EFT41024	06/05/2026	WA FENCEWORKS PTY LTD	SUPPLY & INSTALL 28 CUSTOM HANDRAILS BETWEEN ROWS OF SEATING AS PER SPECIFICATIONS	11,459.80	
			SUPPLY AND INSTALL COLOUR BOND FENCING AT DEPOT	20,083.09	31,542.89
EFT41025	06/05/2026	FRESH PROVISIONS BICTON	CHSP - CLIENT CBDC CATERING - 07/01/26 - 25/03/26	867.60	867.60
EFT41026	06/05/2026	OFFICE OF THE AUDITOR GENERAL OAG	AUDIT FEES - 2024-25 PLUS ADDITIONAL FEES FOR ADDITIONAL WORK REQUIRED	108,906.60	108,906.60
EFT41027	06/05/2026	KYOCERA DOCUMENT SOLUTIONS	PRINTING COSTS - DOVENBY HOUSE - RVQ4209896 3554CI - APRIL 25	84.84	
			PRINTING COSTS - RF59800236 - 6053C REG SVS - RVG2901500 6054CI OPERATIONS - RVQ3Y09206 -2554CI, - APRIL 26	186.63	271.47
EFT41028	06/05/2026	M2M ONE PTY LTD	25/26 - TOWN HALL LIFT EMERGENCT SIM CARD - MAY 26	20.90	20.90
EFT41029	06/05/2026	VOCUS (FORMALLY TPG)	INTERNET SERVICES - 01/04/26 - 30/04/26	1,789.70	1,789.70
EFT41030	06/05/2026	J ENGLAND	CHSP VOLUNTEER MEAL REIMBURSEMENT 30/04/26	20.00	20.00
EFT41031	06/05/2026	SYSTEM MAINTENANCE	PRESTON POINT RESERVE - SEWER PUMP TRANSDUCER	2,504.76	2,504.76
EFT41032	06/05/2026	JACKSON MCDONALD BARRISTERS & SOLICITORS	PROFESSIONAL FEES - DEED OF VARIATION TO LICENCE	10,297.52	10,297.52
EFT41033	06/05/2026	LO-GO APPOINTMENT (Helene Pty Ltd)	LABOUR HIRE - WHS OFFICER W/E 18/04/26	2,413.02	
			LABOUR HIRE- CUSTOMER SERVICES OFFICER & ADMIN ASSISTANT - W/E 18/04/26	1,901.64	
			LABOUR HIRE - WHS OFFICER - W/E 25/04/26	841.75	
			LABOUR HIRE- CUSTOMER SERVICES OFFICER & ADMIN ASSISTANT - W/E 25/04/26	1,726.07	6,882.48
EFT41034	06/05/2026	P TSEN	MEAL REIMBURSEMENT 10/04/26	20.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 24/04/26	20.00	40.00
EFT41035	06/05/2026	H JOHNSTONE	REIMBURSEMENT OF COST OF PASSENGER TRANSPORT DRIVER AUTHORISATION RENEWAL FEES	99.00	99.00
EFT41036	06/05/2026	A CONNELL	CHSP - CBDC CLIENT ACTIVITY 08/04/26 & 22/04/26	120.00	120.00
EFT41037	06/05/2026	PEACEFUL EARTH WELLBEING	CHSP - CBDC CLIENT ACTIVITY- 15/04/26	50.00	50.00
EFT41038	06/05/2026	SAFE T CARD AUSTRALIA PTY LTD	MONITORING FEES 2025/26 - APRIL - JUNE 26	323.40	323.40
EFT41039	06/05/2026	ECOSCAPE AUSTRALIA PTY LTD	TECHNICAL SUPPORT DURING CONSTRUCTION - EF RIVER FORESHORE - V1 ECO - CONSTRUCTION	2,722.50	2,722.50
EFT41040	06/05/2026	S DOUGLAS	CHSP VOLUNTEER MEAL REIMBURSEMENT 23/04/26	12.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 28/04/26	20.00	32.00
EFT41041	06/05/2026	J MUIR	CHSP VOLUNTEER MEAL REIMBURSEMENT 24/04/26	12.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 30/04/26	20.00	32.00
EFT41042	06/05/2026	BING TECHNOLOGIES PTY LTD	ELECTRONIC MAIL - 16/04/26 - 30/04/26	148.04	
			LETTER REGARDING CHANGES TO RESIDENTIAL WASTE SERVICES CHARGES- 30/04/26	1,223.01	1,371.05
EFT41043	06/05/2026	EASI PACKAGING PTY LTD	PAYROLL DEDUCTIONS MAY 26	3,176.05	3,176.05
EFT41044	06/05/2026	R & H PLUMBING AND GAS PTY LTD	REPAIR OF LEAKING WATER LINE- 24/04/26 - JERRAT DR	682.00	682.00
EFT41045	06/05/2026	SOURCE BUSINESS PARTNERS	MANAGED ACCOUNTING SERVICES AS PER CONTRACT -WALGA PSP004-012 -12-MONTH TERM 1 MARCH 2026 - 28 FEBRUARY 2027 - APRIL 26	14,850.00	14,850.00
EFT41046	06/05/2026	FULL FAT CONSULTING	SERVICES PROPOSAL - CONTRACT MANAGEMENT SUPPORT SERVICES AND BUILDING COMPLIANCE REMEDIATION - APRIL 25	9,336.25	9,336.25
EFT41047	06/05/2026	QUENDA DESIGNS	TEXT EDITS AND FINANCIAL REPORT TO ADD TO ANNUAL REPORT 24/25	423.50	423.50
EFT41048	06/05/2026	KWINANA ENERGY RECOVERY	WASTE DISPOSAL GENERAL WASTE - MARCH 26 - 68.45 TONNES	11,236.27	11,236.27
EFT41049	06/05/2026	MOBILE SENTINEL PTY LTD T/AS LITTLE RIPPERS TECHNOLOGY	20 x BOXES OF BIODEGRADABLE CANINE WASTE DISPOSAL BAGS.	2,607.00	2,607.00
EFT41050	06/05/2026	THE GOOD GROCER EAST FREMANTLE	CATERING - 03/11/25 - NOT PREVIOUSLY PAID	15.96	
			CATERING - CATERING - 11/11/25 - NOT PREVIOUSLY PAID	71.94	
			CATERING - 01/12/25 - NOT PREVIOUSLY PAID	14.97	
			CATERING - 08/12/25 - NOT PREVIOUSLY PAID	25.99	128.86
EFT41051	06/05/2026	PJA HOLDINGS (AUSTRALIA) PTY LTD	TRAFFIC IMPACT ASSESSMENT FOR THE TOWN CENTRE - PART 2 INCEPTION MEETING & PROPOSED LAND USE ZONING	5,844.30	
			PJA CONSULTANTS - GEORGE STREET PLACE PLAN DESIGN- REVIEW ACTION PLAN, BACKGROUND REVIEW, SITE WALK OVER, WORKSHOP PREP & ATTENDANCE, COMMENCE REPORTING	8,745.00	14,589.30
EFT41052	06/05/2026	BALLET4WELLBEING PTY LTD	SEATED BALLET SESSIONS FOR CLIENTS - 01/04/26	165.00	165.00
EFT41053	06/05/2026	MIRAPLEX GROUP	RFT01 - 2025/2026 NORM MCKENZIE RIVERWALL REDEVELOPMENT - PROGRESS CLAIM 4	33,664.03	33,664.03
EFT41054	06/05/2026	EQUITY CIVIL & DRAINAGE	PRESTON POINT ROAD FOOTPATH UPGRADE - (WEST SIDE) - BETWEEN BOLTON ST & PIER ST	197,894.95	197,894.95
EFT41055	06/05/2026	MURDOCH UNIVERSITY	FUNDING FOR MIYAWAKI RICHMOND PRIMARY SCHOOL FOREST PROGRAM	17,700.00	17,700.00
EFT41056	06/05/2026	SIGN ON GROUP	ARTWORK, PRINT AND DELIVERY OF TWO PLAQUES FOR BEILBY AND SHERIDAN PIECES	928.95	928.95
EFT41057	06/05/2026	DEPARTMENT OF PLANNING, LANDS & HERITAGE	DAP FEES TO DPLH DAP/26/03098	10,620.00	10,620.00
EFT41058	06/05/2026	A THEVENAU	PARTIAL REFUND OF DOG REGO FEES - DOG NOW STERILISED	150.00	150.00
EFT41059	06/05/2026	R HEAH	REFUND OF OVERPAYMENT OF PARKING FEES - LEEUWIN LAUNCHING RAMP 22/04/26	20.00	20.00
EFT41060	06/05/2026	ALINTA ENERGY	GAS USE TRICOLORE - FINAL READING ACCOUNT CLOSED	75.70	75.70
EFT41061	12/05/2026	J BOYNE (COVER CO)	INFRASTRUCTURE BOND REFUND	3,000.00	3,000.00
EFT41062	12/05/2026	K JACK	INFRASTRUCTURE BOND REFUND	1,500.00	1,500.00
EFT41063	12/05/2026	J FARLEY	INFRASTRUCTURE BOND REFUND	5,000.00	5,000.00
EFT41064	12/05/2026	M HILL (ASSEMBLE)	INFRASTRUCTURE BOND REFUND	5,000.00	5,000.00
EFT41065	12/05/2026	G MILLS	INFRASTRUCTURE BOND REFUND	1,500.00	1,500.00
EFT41066	12/05/2026	SAVVY CONSTRUCTION PTY LTD	INFRASTRUCTURE BOND REFUND	5,000.00	5,000.00
EFT41067	20/05/2026	AUSTRALIA POST	MONTHLY POSTAL CHARGES - APRIL 26	608.59	608.59
EFT41068	20/05/2026	AUSTRALIAN TAXATION OFFICE	BAS APRIL 2026	14,740.00	14,740.00
EFT41069	20/05/2026	BUNNINGS BLDG SUPPLIES LTD	VARIOUS MATERIALS FOR REPAIRS - WALL MOUNT BRACKETS - 13/04/26	150.69	
			MATERIALS FOR VARIOUS FIXES AND REPAIRS - 16/04/26	355.19	505.88
EFT41070	20/05/2026	CITY OF COCKBURN	TIP FEES - APRIL 2026	765.00	765.00
EFT41071	20/05/2026	FREMANTLE HERALD	ADVERTISING- PUBLIC NOTICE FOR ARIC SPECIAL MEETING	209.00	209.00
EFT41072	20/05/2026	MCLEODS	LEGAL ADVICE FOR PLANNING - POTENTIAL INJURIOUS AFFECTION	1,482.80	
			LEGAL ADVICE FOR PLANNING ITEM - PROPOSED PROSECUTION	3,622.42	5,105.22
EFT41073	20/05/2026	TELSTRA LIMITED	DEPOT MOBILE BACK UP - 04/05/26 TO 03/06/26	19.00	
			OPS/RANGERS TABLETS & PHONES - 04/05/26 to 03/06/26	1,490.00	1,509.00

EFT41074	20/05/2026	WATER CORPORATION	WATER - MEMORIAL ROSE GARDENS - 30/01/26 TO 30/03/26 - BILL ID 0129	438.15	438.15
EFT41075	20/05/2026	SYNERGY	POWER SUPPLY VARIOUS LOCATIONS	27,096.55	27,096.55
EFT41076	20/05/2026	JONATHAN EPPS	STREET TREE ARBORIST INSPECTION - MAY STREET	594.00	
			NORM MCKENZIE - ADDITIONAL ARBORIST ASSESSMENT - FORESHORE WORKS	506.00	1,100.00
EFT41077	20/05/2026	SATELLITE SECURITY SERVICES	TOWN HALL, DOVENBY HOUSE, DEPOT / RANGERS & OLD POLICE STATION - SECURITY MONITORIING - MAY, JUNE, JULY, AUGUST 2026	783.68	783.68
EFT41078	20/05/2026	STRATA GREEN	GLOVES & SAFETY GLASSES	81.68	81.68
EFT41079	20/05/2026	CR. HARRINGTON	SITTING FEES & ICT ALLOWANCE -MAY 2026	1,861.25	1,861.25
EFT41080	20/05/2026	WOOLWORTHS GROUP LIMITED	WOOLWORTHS PURCHASES - CHSP -04/05/26	140.65	
			WOOLWORTHS PURCHASES -CHSP 05/05/26	9.20	
			WOOLWORTHS PURCHASES- ADMIN - 14/05/26	156.25	
			WOOLWORTHS PURCHASES- ADMIN - 15/05/26	122.59	428.69
EFT41081	20/05/2026	CITY OF SOUTH PERTH	OCCUPANCY AND CARE AND SUSTENANCE IMPOUND FEES 25/26 - MARCH 26	125.40	125.40
EFT41082	20/05/2026	CR COLLINSON	SITTING FEES & ICT ALLOWANCE -MAY 2026	1,861.25	1,861.25
EFT41083	20/05/2026	HYDRO JET	GRAFFITI REMOVAL - VARIOUS LOCATIONS	973.50	973.50
EFT41084	20/05/2026	CITY OF ARMADALE	TWENTY STICKERS FOR CHILDRENS ACTIVATION	69.16	69.16
EFT41085	20/05/2026	DEPARTMENT OF TRANSPORT	VEHICLE REGISTRATION - OWNERSHIP REQUESTS - FINAL NOTICES - INFRINGEMENTS - APRIL 26	504.90	504.90
EFT41086	20/05/2026	FOCUS NETWORKS	WINDOWS SERVER 2025 RENEWAL - QU9107G - EXP 13/05/27 - 13/05/26 - 13/05/27	7,186.85	
			RFT04 - 2021/22 MANAGED PROACTIVE SERVICE (IT SUPPORT SERVICES) - APRIL 26	10,327.90	
			QU9059G - MIGRATE LEGACY LAPS TO ENTRA LAPS	836.00	
			RFT04 - 2021/22 SOFTWARE AS A SERVICE AND MANAGED HARDWARE - MAY 26	12,734.39	
			QU9149G - REIMAGE SBPPPERALPT3 LAPTOP AS A TEF DEVICE	330.00	31,415.14
EFT41087	20/05/2026	ENVIRO SWEEP	STREET SWEEPING - APRIL 2026	5,595.35	5,595.35
EFT41088	20/05/2026	LANDGATE	INTERIM RATES - GROSS RENTAL VAULATIONS (GRV'S) - INTERIM SCHEDULES (EXCLUDING GENERAL REVALUATION) - SCHEDULES DATED - 31/1/26 - 27/2/26, 28/2/26 - 27/3/26, 28/3/26 - 10/4/26, 11/4/26 - 24/4/26	384.58	384.58
EFT41089	20/05/2026	CR WHITE	SITTING FEES & ICT ALLOWANCE -MAY 2026	1,861.25	1,861.25
EFT41090	20/05/2026	APARC AUSTRALIAN PARKING & REVENUE CONTROL PTY LTD	TEST CC TRANSACTIONS - APRIL 2026	6.00	6.00
EFT41091	20/05/2026	MAYOR. NATALE	SITTING FEES, ICT ALLOWANCE & MAYORAL ALLOWANCE -MAY 2026	6,106.08	6,106.08
EFT41092	20/05/2026	VEOLIA RECYCLING & RECOVERY (FORMALLY SUEZ)	WASTE DISPOSAL (GENERAL WASTE)	1,653.11	1,653.11
EFT41093	20/05/2026	AMBIUS (RENTOKIL INITIAL PTY LTD)	TOWN HALLPLANT HIRE - 27/05/26 - 26/06/26	370.82	370.82
EFT41094	20/05/2026	H DICKSON	CHSP VOLUNTEER MEAL REIMBURSEMENT 06/05/26	19.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 08/05/26	15.90	34.90
EFT41095	20/05/2026	PTC IRRIGATION	SUPPLY 2 X 150MM ISOLATION VALVES	2,975.64	2,975.64
EFT41096	20/05/2026	MOJO DIGITAL STUDIO - (MILES NOEL STUDIO)	UNLIMITED LICENSE FOR DOVENBY HOUSE ILLUSTRATION FROM HERITAGE TRAIL MAP	165.00	165.00
EFT41097	20/05/2026	GRACE RECORDS MANAGEMENT (AUSTRALIA)	DOCUMENT SCANNING, DATA STORAGE USER LICENCES AND HOSTING 25/26	444.55	
			STORAGE FEES AND FILE RETRIEVAL 25/26	294.17	738.72
EFT41098	20/05/2026	JAKO INDUSTRIES PTY LTD	TOWN HALL - AIRCONDITIONING MAINTENANCE SERVICE AGREEMENT 2025/26 - VISIT 4	943.25	943.25
EFT41099	20/05/2026	PAPERSCOUT - (PLANET OF THE SHAPES)	WASTE GUIDE GRAPHIC ARTWORK	1,232.00	1,232.00
EFT41100	20/05/2026	ROYAL LIFE SAVING SOCIETY WA	RLSWA SWIMMING POOL BARRIER INSPECTIONS AS CONTRACTOR TO TOWN OF EAST FREMANTLE - APRIL 26	6,485.60	6,485.60
EFT41101	20/05/2026	J ENGLAND	CHSP VOLUNTEER MEAL REIMBURSEMENT 16/04/26	20.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 07/05/26	20.00	40.00
EFT41102	20/05/2026	K MCDONALD	CHSP VOLUNTEER MEAL REIMBURSEMENT 16/04/26	15.70	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 14/05/26	20.00	35.70
EFT41103	20/05/2026	BROLLY AUSTRALASIA PTY LTD	SOCIAL MEDIA AND ENGAGEMENT ARCHIVE RECORDS 26/27	1,425.60	1,425.60
EFT41104	20/05/2026	CR. WILSON	SITTING FEES & ICT ALLOWANCE -MAY 2026	1,861.25	1,861.25
EFT41105	20/05/2026	CALL ASSOCIATES PTY LTD	AFTER HOURS CALL CENTRE SERVICES - APRIL 26	296.34	296.34
EFT41106	20/05/2026	R TETI	REIMBURSEMENT OF COST OF PURCHASE OF BATTERY FOR REMOTE FOR 1GBT891	8.95	8.95
EFT41107	20/05/2026	LO-GO APPOINTMENT (Helene Pty Ltd)	LABOUR HIRE- CUSTOMER SERVICES OFFICER AND ADMINISTRATION ASSISTANT W/E 02/05/26	1,668.54	1,668.54
EFT41108	20/05/2026	P TSEN	CHSP VOLUNTEER MEAL REIMBURSEMENT 01/05/26	20.00	20.00
EFT41109	20/05/2026	S DOUGLAS	CHSP VOLUNTEER MEAL REIMBURSEMENT 16/04/26	16.90	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 05/05/26	18.00	34.90
EFT41110	20/05/2026	SOUTHERN BINS PTY LTD	WASTE REMOVAL - BUND- 01/05/26	795.00	
			BULK BINS - WAUHOP ROAD - 11/05/26	795.00	
			BULK BINS - WAUHOP ROAD - 18/05/26	795.00	
			BULK BINS - WAUHOP ROAD - 13/05/26	795.00	3,180.00
EFT41111	20/05/2026	J MUIR	CHSP VOLUNTEER MEAL REIMBURSMENT 16/04/26	20.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 07/05/26	20.00	
			CHSP VOLUNTEER MEAL REIMBURSEMENT 14/05/26	20.00	60.00
EFT41112	20/05/2026	BING TECHNOLOGIES PTY LTD	ELECTRONIC MAIL STANDING ORDER	135.88	135.88
EFT41113	20/05/2026	EASI PACKAGING PTY LTD	PAYROLL DEDUCTIONS MAY 26	3,176.05	3,176.05
EFT41114	20/05/2026	CR. MAYWOOD	SITTING FEES, ICT ALLOWANCE & DEPUTY MAYORAL ALLOWANCE -MAY 2026	2,723.50	2,723.50
EFT41115	20/05/2026	COASTLINE MOWERS	SERVICE KUBOTA F3690 RIDE ON MOWER	1,772.75	
			SERVICE KUBOTA ZD1221 ZERO TURN MOWER	1,405.30	3,178.05
EFT41116	20/05/2026	MORIN AND SON TREE SERVICES	TREE PRUNING - VARIOUS LOCATIONS	5,005.00	5,005.00
EFT41117	20/05/2026	JIM'S CAR DETAILING FREMANTLE	MONTHLY DETAIL OF TOWN EV 25/26 - 13/04/26	130.00	
			MONTHLY DETAIL OF TOWN EV 25/26 - 11/05/26	130.00	260.00
EFT41118	20/05/2026	365 CLOUD SOLUTIONS	365 INTRANET PROJECT	9,900.00	9,900.00
EFT41119	20/05/2026	THE GOOD GROCER EAST FREMANTLE	CATERING - APRIL 26	496.34	496.34
EFT41120	20/05/2026	CHG-MERIDIAN AUSTRALIA PTY LTD	LAPTOP LEASE AGREEMENT - 17/05/26 - 16/08/26	11,333.88	11,333.88
EFT41121	20/05/2026	CR BOYD	SITTING FEES & ICT ALLOWANCE -MAY 2026	1,861.25	1,861.25
EFT41122	20/05/2026	CR CUTTER	SITTING FEES & ICT ALLOWANCE -MAY 2026	1,861.25	1,861.25
EFT41123	20/05/2026	CR BROCKMANN	SITTING FEES & ICT ALLOWANCE -MAY 2026	1,861.25	1,861.25
EFT41124	20/05/2026	DEPARTMENT OF LOCAL GOVERNMENT, INDUSTRY REGULATION AND SAFETY (DLGIRS)	BSL COLLECTED APRIL 2026	736.65	736.65
EFT41125	20/05/2026	HUME CITY COUNCIL	1 X REGISTRATION FOR GOVERNING IN THE CLIMATE EMERGENCY - 4 SESSIONS - 27/7, 10/8, 24/8 & 7/9.	654.50	654.50

EFT41126	20/05/2026	PERDAMAN ADVANCED ENERGY PTY LTD	RFT03_ 2025-2026 - DESIGN SUPPLY & INSTALLATION OF SLAR PANEL & BATTERY SYSTEMS 4 X PROJECT SITES - EFCP, TOWN HALL, DEPOT & DOVENBY HOUSE - MILESTONE 1 - 20% DEPOSIT	112,219.35	112,219.35
EFT41127	20/05/2026	KIERON HAYTER PHOTOGRAPHY	PHOTOGRAPHY AT UNVEILLING MARCUS BEILBY ART EVENT	275.00	275.00
EFT41128	20/05/2026	AMPOL AUSTRALIA PETROLEUM PTY LTD (CALTEX)	FUEL USE 01/04/26 - 30/04/26	5,424.83	5,424.83
EFT41129	28/05/2026	MIRAPLEX GROUP	RFT01 - 2025/2026 NORM MCKENZIE RIVERWALL	70,198.14	70,198.14
				1,085,433.31	1,085,433.31
	Direct Debit - May 2026	Supplier	Description	Inv Amount	EFT
		CBA	INTEREST ADJUSTMENT	0.12	0.12
		WA TREASURY CORP	LOAN REPAYMENT	188,352.63	188,352.63
		CBA	STOP PAYMENT & REJECT RETURN FEES	116.75	116.75
		CBA	MERCHANT FEE	133.90	133.90
		CBA	MERCHANT FEE	316.12	316.12
		SHERRIFS OFFICE	FER REGISTRATION FEES	4,159.50	4,159.50
		SHERRIFS OFFICE	FER REGISTRATION FEES	6,460.50	6,460.50
		AMEX	AMEX FEE	93.48	93.48
		NUVEI AUSTRALIA	NUVEI (TILL) SIMPLEPAY FEE	649.34	649.34
		SUPERCHOICE	EMPLOYEE SUPERANNUATION	71,616.27	71,616.27
		CBA	COMMBIZ TRANSACTION FEES	46.91	46.91
		CBA	ACCOUNT SERVICE TRANSACTION FEES	2.50	2.50
		EXETEL	INTERNET ACCESS	105.00	105.00
		CBA	BPOINT TRANSACTION FEES	40.92	40.92
		CBA	GUARANTEE FEES	593.61	593.61
		CBA	BPAY TRANSACTION FEES	97.96	97.96
					272,785.51
	Credit Cards - May 2026	Supplier	Description	Inv Amount	EFT
		CREDIT CARD - FRASER HENDERSON	LO PRESTI & SON - FOOD SAMPLING SURVEY ITEM	22.00	22.00
			GOOD GROCER EAST FREMANTLE -FOOD SAMPLING SURVEY ITEM	54.97	54.97
			EHA WA - ANNUAL FOODSAFE SUBSCRIPTION	550.00	550.00
		CREDIT CARD - PETER KOCIAN	PAYPAL UNDEUXTROIS - LA LUNE GIFT VOUCHER FOR LIBRARY SURVEY	104.00	104.00
			SILVER SPRINGS HOLDING - DIGITAL PRINT POSTCARDS	256.30	256.30
			SUBSCRIPTION CREDIT	- 1,132.09	- 1,132.09
			PICOBELLO BICTON - CATERING	140.00	140.00
			WA NEWS - SUBSCRIPTION	416.00	416.00
			GILBERTS FRESH HILTON - CATERING	19.99	19.99
			SAN ZAAB THAI BEACONSFIELD - CATERING	220.90	220.90
			INUIT MAILCHIMP- SUBSCRIPTION	62.83	62.83
			SETTEBELLO PIZZERIA EF - CATERING	141.08	141.08
			GILBERTS FRESH - CATERING	47.98	47.98
			CPP TERRACE ROAD PERTH - PARKING	6.06	6.06
			RAINE SQUARE - PERTH - PARKING	8.14	8.14
		CREDIT CARD - J MAY	FLORAL ARMY - SYMPATHY FLOWERS	189.50	189.50
			LEEMING IGA - CATERING	45.00	45.00
			LEEMING IGA - CATERING	45.00	45.00
		CREDIT CARD- J SCOTT	TOWN OF EAST FREMANTLE -BSL NORM MCKENZIE RIVERWALL UPGRADE	465.80	465.80
		CREDIT CARD- R TETI	OFFICEWORKS FREMANTLE -OFFICE STATIONERY	116.25	116.25
			ONLN RESTAURANT ORDER - CLIENT & VOLUNTEER LUNCH	165.69	165.69
			OFFICEWORKS FREMANTLE -OFFICE STATIONERY	37.50	37.50
			BUNNINGS - COMPOUND LOCK FOR SERVICE VEHICLE	65.00	65.00
			KMART - VOLUNTEER GIFT NATIONAL VOLUNTEER WEEK	40.00	40.00
			GEORGIE PIES - CLIENT & VOLUNTEER LUNCH	90.00	90.00
			OFFICEWORKS FREMANTLE -OFFICE STATIONERY	3.23	3.23
			OFFICEWORKS FREMANTLE -OFFICE STATIONERY	19.50	19.50
			CREDIT CARD TOTAL	2,200.63	2,200.63
			Description	NET PAY	EFT
			PAYROLL FORTNIGHT ENDING 12/05/26	137,452.29	137,452.29
			PAYROLL FORTNIGHT ENDING 26/05/26	133,257.22	133,257.22
			PAYROLL TOTALS	270,709.51	270,709.51
			AMPOL FUEL CARDS - APRIL 25	5,424.83	5,424.83
			GRAND TOTAL	1,358,369.00	1,631,154.51



Tax Invoice

Need help?

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<https://cards.ampol.com.au>

Email:
ampolcard@ampol.com.au

Call:
1300 365 096
Ampol Customer Service:
8:30am - 6:00pm EST, Mon to Fri

000255 000
TOWN OF EAST FREMANTLE
PO BOX1097
FREMANTLE WA 6959

Invoice date: 31/03/2026

Your account details

Invoice ref no: 0001574100
Account no:

Due date

21/04/2026

Total due inc GST

\$7,677.70

Your AmpolCard invoice summary01/03/2026 – 31/03/2026

Description	Product	Quantity	Amount \$ excl GST	GST amount	Total inc GST \$
FLEET	Unleaded	800.42	1,553.06	155.31	1,708.37
	Premium 95 A	205.44	414.61	41.47	456.08
	Premium 98 A	117.68	277.94	27.79	305.73
	Oils/Lubricants		55.00	5.50	60.50
	Premium Diesel A	1,941.81	4,679.11	467.91	5,147.02
	Total for Fleet		6,979.72	697.98	7,677.70
Total			6,979.72	697.98	7,677.70

Payment options

Billers Code:
Ref:

EFT

Direct Payment

BSB
Account

Credit Card

Visit pay.ampol.com.au or
Phone: 1300 138 469. Surcharges apply.

Breakdown of account summary

Invoice date: 31/03/2026
Account no: 0200402776
Invoice ref no: [REDACTED]

Details of fleet transactions processed from 01/03/2026 - 31/03/2026

Transaction Effective Date	Transaction Number	Customer Total	Customer Total GST
//		0.00	0.00
Total		0.00	0.00

Breakdown of fleet summary

Details of fleet transactions processed from 01/03/2026 - 31/03/2026

Invoice ref no: 0001574100

Account no: 0200402776

Invoice date: 31/03/2026

Card details Location	Date	Time	Trans no	Odo reading	Product	Quantity	Unit \$ inc GST	Amount \$ inc GST	Trn fee inc GST	Total \$ inc GST	GST on supply	GST on trn fee
Domestic 4063												
2506 Rego 1DTJ953 Crd Holder OPERATIONS												
Ampol Foodary Fremantle East	05/03	07:05	E19846	107912	Unleaded	63.87	177.21	113.19	0.00	113.19	10.29	0.00
Card total						63.87		113.19	0.00	113.19	10.29	0.00
Domestic 4085												
0483 Rego 1GBT981 Crd Holder HACC												
Ampol Foodary Fremantle East	03/03	12:17	E19781	165251	Unleaded	33.77	155.40	52.48	0.00	52.48	4.77	0.00
Ampol Foodary Fremantle East	06/03	11:03	E19910	165486	Unleaded	28.44	181.79	51.70	0.00	51.70	4.70	0.00
Ampol Foodary Fremantle East	10/03	12:14	E20071	165665	Unleaded	24.23	185.40	44.92	0.00	44.92	4.08	0.00
Ampol Foodary Fremantle East	13/03	08:28	E20217	165883	Unleaded	24.79	221.40	54.89	0.00	54.89	4.99	0.00
Ampol Foodary Fremantle East	17/03	07:46	E20369	166066	Unleaded	21.26	221.40	47.07	0.00	47.07	4.28	0.00
Ampol Foodary Fremantle East	19/03	16:46	E7934	166287	Unleaded	27.51	235.40	64.76	0.00	64.76	5.89	0.00
Ampol Foodary Fremantle East	24/03	07:56	E20683	166463	Unleaded	24.18	235.40	56.92	0.00	56.92	5.17	0.00
Ampol Foodary Fremantle East	26/03	09:57	E20811	166684	Unleaded	25.79	255.40	65.87	0.00	65.87	5.99	0.00
Card total						209.97		438.61	0.00	438.61	39.87	0.00
Domestic 4088												
0467 Rego 1GCQ228 Crd Holder HACC												
Ampol Foodary Fremantle East	05/03	09:49	E19862	211298	Unleaded	25.05	177.21	44.39	0.00	44.39	4.04	0.00
Ampol Foodary Fremantle East	09/03	14:57	E20033	211509	Unleaded	26.00	185.40	48.20	0.00	48.20	4.38	0.00
Ampol Foodary O'Connor	16/03	13:59	E53756	211844	Unleaded	38.15	221.40	84.46	0.00	84.46	7.68	0.00
Ampol Foodary Fremantle East	20/03	11:29	E20531	212066	Unleaded	25.71	235.40	60.52	0.00	60.52	5.50	0.00
Ampol Foodary O'Connor	25/03	14:58	E4562	212281	Unleaded	24.89	263.58	65.61	0.00	65.61	5.96	0.00
Card total						139.80		303.18	0.00	303.18	27.56	0.00
Domestic 4089												
0475 Rego 1GCQ227 Crd Holder HACC												
Ampol Foodary Melville	03/03	09:29	E51216	127694	Premium 95 A	43.64	173.40	75.67	0.00	75.67	6.88	0.00

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Card details Location	Date	Time	Trans no	Odo reading	Product	Quantity	Unit \$ inc GST	Amount \$ inc GST	Trn fee inc GST	Total \$ inc GST	GST on supply	GST on trn fee
Ampol Foodary Fremantle East	05/03	08:29	E19855	127870	Premium 95 A	28.00	189.10	52.95	0.00	52.95	4.81	0.00
Ampol Foodary Fremantle East	05/03	15:16	E7737	128056	Premium 95 A	20.75	189.10	39.24	0.00	39.24	3.57	0.00
Ampol Foodary Fremantle East	11/03	08:34	E20133	128288	Premium 95 A	34.50	223.38	77.07	0.00	77.07	7.01	0.00
Ampol Foodary Fremantle East	13/03	14:39	E20246	128580	Premium 98 A	42.18	245.45	103.53	0.00	103.53	9.41	0.00
Ampol Foodary Fremantle East	18/03	11:48	E20439	128924	Premium 98 A	48.73	258.54	125.98	0.00	125.98	11.45	0.00
Ampol Foodary Fremantle East	20/03	14:42	E20550	129232	Unleaded	43.08	235.40	101.41	0.00	101.41	9.22	0.00
Ampol Foodary Fremantle East	25/03	08:34	E8019	129472	Premium 95 A	35.58	277.70	98.80	0.00	98.80	8.98	0.00
Ampol Foodary Fremantle East	30/03	08:54	E20984	129582	Premium 95 A	21.10	261.50	55.18	0.00	55.18	5.02	0.00
Ampol Foodary Fremantle East	30/03	15:22	E21012	129791	Premium 95 A	21.87	261.40	57.17	0.00	57.17	5.20	0.00
Card total						339.43		787.00	0.00	787.00	71.55	0.00
Domestic 4091												
6959 Rego 1GDV315 Crd Holder OPERATIONS												
Ampol Foodary Fremantle East	11/03	06:57	E20132	76586	Premium Diesel A	68.53	245.37	168.15	0.00	168.15	15.29	0.00
Ampol Foodary Fremantle East	31/03	11:52	E21042	77045	Premium Diesel A	73.97	324.90	240.33	0.00	240.33	21.85	0.00
Card total						142.50		408.48	0.00	408.48	37.14	0.00
Domestic 5002												
7015 Rego 1GKM815 Crd Holder WORKS												
Ampol Foodary Fremantle East	09/03	13:35	E20025	79855	Premium Diesel A	79.77	218.78	174.52	0.00	174.52	15.87	0.00
Ampol Foodary Fremantle East	23/03	08:51	E20633	80184	Premium Diesel A	94.63	294.90	279.06	0.00	279.06	25.37	0.00
Card total						174.40		453.58	0.00	453.58	41.24	0.00
Domestic 5008												
8765 Rego 1GQD688 Crd Holder GARDENS												
Ampol Foodary Melville	26/03	16:24	E53660	67690	Premium Diesel A	74.15	306.90	227.57	0.00	227.57	20.69	0.00
Card total						74.15		227.57	0.00	227.57	20.69	0.00
Domestic 5020												
3076 Rego 1HMC350 Crd Holder WORKS												
Ampol Foodary Fremantle East	05/03	12:50	E19874	47178	Premium Diesel A	93.44	189.43	177.01	0.00	177.01	16.09	0.00
Ampol Foodary Fremantle East	19/03	14:17	E20485	47666	Premium Diesel A	78.30	282.90	221.51	0.00	221.51	20.14	0.00

Card details Location	Date	Time	Trans no	Odo reading	Product	Quantity	Unit \$ inc GST	Amount \$ inc GST	Trn fee inc GST	Total \$ inc GST	GST on supply	GST on trn fee
Ampol Foodary Melville	26/03	13:43	E53614	47916	Premium Diesel A	65.94	306.90	202.37	0.00	202.37	18.40	0.00
Card total						237.68		600.89	0.00	600.89	54.63	0.00
Domestic 5021												
3159 Rego 1HLR056 Crd Holder WORKS												
Ampol Foodary Fremantle East	06/03	06:56	E19889	30695	Premium Diesel A	57.47	194.90	112.01	0.00	112.01	10.18	0.00
Ampol Rous Head Diesel Stop (P	18/03	15:27	U824286	31130	Premium Diesel A	56.86	279.42	158.88	0.00	158.88	14.44	0.00
Ampol Foodary Melville	26/03	13:13	E53608	31491	Premium Diesel A	44.08	306.90	135.28	0.00	135.28	12.30	0.00
Card total						158.41		406.17	0.00	406.17	36.92	0.00
Domestic P5016												
7106 Rego 1GYB393 Crd Holder OPERATIONS												
Ampol Foodary Fremantle East	04/03	14:16	E19832	1088	Premium Diesel A	31.92	183.03	58.42	0.00	58.42	5.31	0.00
Ampol Foodary Fremantle East	12/03	14:21	E20201	1094	Premium Diesel A	42.52	254.90	108.38	0.00	108.38	9.85	0.00
Ampol Foodary Fremantle East	19/03	13:58	E20484	1097	Premium Diesel A	25.95	282.90	73.41	0.00	73.41	6.67	0.00
Ampol Foodary Fremantle East	20/03	11:33	E20532	1100	Premium Diesel A	26.12	289.90	75.72	0.00	75.72	6.88	0.00
Ampol Foodary Fremantle East	30/03	14:17	E21005	1105	Premium Diesel A	19.97	320.00	63.90	0.00	63.90	5.81	0.00
Card total						146.48		379.83	0.00	379.83	34.52	0.00
Domestic P5018												
7406 Rego 1HHZ552 Crd Holder CHSP BUS												
Ampol Foodary Fremantle East	05/03	08:38	E19856	115516	Premium Diesel A	57.39	189.43	108.72	0.00	108.72	9.88	0.00
Ampol Foodary Fremantle East	06/03	08:25	E19895	115715	Premium Diesel A	19.92	199.78	39.80	0.00	39.80	3.62	0.00
Ampol Foodary Fremantle East	09/03	08:34	E19999	115844	Premium Diesel A	39.01	218.78	85.35	0.00	85.35	7.76	0.00
Ampol Foodary Fremantle East	12/03	08:25	E20186	116104	Premium Diesel A	47.04	254.90	119.90	0.00	119.90	10.90	0.00
Ampol Foodary Fremantle East	18/03	08:25	E20425	116388	Premium Diesel A	45.60	275.90	125.81	0.00	125.81	11.44	0.00
Ampol Foodary Fremantle East	20/03	08:34	E20510	116642	Premium Diesel A	43.03	289.90	124.74	0.00	124.74	11.34	0.00
Ampol Foodary Fremantle East	20/03	14:41	E20549	116731	Oils/Lubricants			60.50	0.00	60.50	5.50	0.00
Ampol Foodary Fremantle East	20/03	14:41	E20549	116731	Premium Diesel A	15.48	290.00	44.89	0.00	44.89	4.08	0.00
Ampol Foodary Fremantle East	26/03	08:30	E20803	116976	Premium Diesel A	48.28	309.90	149.62	0.00	149.62	13.60	0.00
Ampol Foodary Fremantle East	27/03	15:32	E20878	117209	Premium Diesel A	44.29	314.90	139.47	0.00	139.47	12.68	0.00
Card total						360.04		998.80	0.00	998.80	90.80	0.00

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Page: 5 of 7

Card details Location	Date	Time	Trans no	Odo reading	Product	Quantity	Unit \$ inc GST	Amount \$ inc GST	Trn fee inc GST	Total \$ inc GST	GST on supply	GST on trn fee
Domestic P5019												
7070 Rego X Crd Holder GARDENS												
Ampol Foodary Fremantle East	13/03	13:05	E20236	0	Unleaded	107.24	221.40	237.43	0.00	237.43	21.58	0.00
Ampol Foodary Fremantle East	27/03	07:15	E20845	0	Unleaded	45.60	250.40	114.18	0.00	114.18	10.38	0.00
Ampol Foodary Fremantle East	27/03	07:19	E20848	0	Premium Diesel A	23.19	315.00	73.05	0.00	73.05	6.64	0.00
Card total						176.03		424.66	0.00	424.66	38.60	0.00
Domestic P5025												
5727 Rego 1IEM002 Crd Holder OPERATIONS												
Ampol Foodary Fremantle East	06/03	07:42	E19892	36057	Premium Diesel A	66.68	199.78	133.22	0.00	133.22	12.11	0.00
Ampol Foodary Fremantle East	13/03	10:28	E20224	36517	Premium Diesel A	44.81	260.90	116.91	0.00	116.91	10.63	0.00
Ampol Foodary Fremantle East	23/03	13:46	E20659	37053	Premium Diesel A	53.53	294.90	157.86	0.00	157.86	14.35	0.00
Ampol Foodary Fremantle East	31/03	08:28	E21028	37416	Premium Diesel A	34.99	324.90	113.68	0.00	113.68	10.33	0.00
Card total						200.01		521.67	0.00	521.67	47.42	0.00
Domestic P5026												
7100 Rego 1IDR863 Crd Holder CHSP												
Ampol Foodary Fremantle East	03/03	12:50	E19784	0	Unleaded	15.33	155.40	23.82	0.00	23.82	2.17	0.00
Ampol Foodary Fremantle East	10/03	10:26	E20063	26848	Unleaded	21.86	185.40	40.53	0.00	40.53	3.68	0.00
Eg Ampol 94230 Sth Fremantle	17/03	09:36	E363704	0	Unleaded	27.91	221.40	61.79	0.00	61.79	5.62	0.00
Ampol Foodary Fremantle East	23/03	08:11	E20627	27426	Unleaded	22.09	235.40	52.00	0.00	52.00	4.73	0.00
Ampol Foodary Fremantle East	30/03	13:20	E21001	27712	Unleaded	23.61	245.40	57.94	0.00	57.94	5.27	0.00
Card total						110.80		236.08	0.00	236.08	21.47	0.00
Domestic P5027												
7118 Rego 1IDR864 Crd Holder CHSP												
Ampol Foodary Fremantle East	04/03	14:08	E19831	0	Unleaded	21.30	173.89	37.04	0.00	37.04	3.37	0.00
Ampol Foodary Fremantle East	10/03	12:48	E20073	0	Unleaded	21.88	185.40	40.57	0.00	40.57	3.69	0.00
Ampol Foodary Fremantle East	13/03	15:12	E20250	0	Unleaded	15.94	221.40	35.29	0.00	35.29	3.21	0.00
Ampol Foodary Fremantle East	25/03	14:49	E20785	0	Premium 98 A	26.77	284.70	76.22	0.00	76.22	6.93	0.00
Ampol Foodary Fremantle East	31/03	11:11	E21038	1165	Unleaded	20.94	245.40	51.39	0.00	51.39	4.67	0.00
Card total						106.83		240.51	0.00	240.51	21.87	0.00

Page: 6 of 7

Card details Location	Date	Time	Trans no	Odo reading	Product	Quantity	Unit \$ inc GST	Amount \$ inc GST	Trn fee inc GST	Total \$ inc GST	GST on supply	GST on trn fee
Domestic P5028												
8902 Rego 1IFJ756 Crd Holder RANGERS												
Ampol Foodary Fremantle East	28/02	16:17	E19687	29647	Premium Diesel A	29.06	178.43	51.85	0.00	51.85	4.71	0.00
Ampol Foodary Fremantle East	07/03	15:29	E19965	29927	Premium Diesel A	41.76	218.78	91.36	0.00	91.36	8.31	0.00
Ampol Foodary Fremantle East	14/03	15:14	E20272	30258	Premium Diesel A	46.66	268.90	125.47	0.00	125.47	11.41	0.00
Ampol Foodary Fremantle East	18/03	11:20	E20437	30430	Premium Diesel A	24.39	275.90	67.29	0.00	67.29	6.12	0.00
Ampol Foodary Fremantle East	25/03	07:57	E8016	30690	Premium Diesel A	36.59	304.90	111.56	0.00	111.56	10.14	0.00
Ampol Foodary Fremantle East	28/03	14:18	E20926	30949	Premium Diesel A	33.46	314.90	105.37	0.00	105.37	9.58	0.00
Card total						211.92		552.90	0.00	552.90	50.27	0.00
Domestic P5029												
7833 Rego 1ILA738 Crd Holder OPERATIONS												
Ampol Foodary Fremantle East	10/03	07:03	E20041	375	Premium Diesel A	25.54	231.35	59.09	0.00	59.09	5.37	0.00
Ampol Foodary Fremantle East	13/03	11:31	E20229	381	Premium Diesel A	25.91	261.00	67.63	0.00	67.63	6.15	0.00
Ampol Foodary Fremantle East	23/03	14:18	E20662	387	Premium Diesel A	24.66	294.90	72.72	0.00	72.72	6.61	0.00
Ampol Foodary Fremantle East	27/03	06:55	E20840	394	Premium Diesel A	24.04	315.00	75.73	0.00	75.73	6.88	0.00
Card total						100.15		275.17	0.00	275.17	25.01	0.00
Domestic P5030												
8037 Rego 1ILA993 Crd Holder OPERATIONS												
Ampol Foodary Fremantle East	27/03	06:57	E20842	85	Premium Diesel A	21.01	315.00	66.18	0.00	66.18	6.02	0.00
Card total						21.01		66.18	0.00	66.18	6.02	0.00
Domestic P5032												
6608 Rego 1IMN465 Crd Holder OPERATIONS												
Ampol Foodary Fremantle East	05/03	07:46	E19848	2473	Premium Diesel A	34.43	189.43	65.22	0.00	65.22	5.93	0.00
Ampol Foodary Fremantle East	26/03	08:46	E20806	2797	Premium Diesel A	57.44	309.90	178.01	0.00	178.01	16.18	0.00
Card total						91.87		243.23	0.00	243.23	22.11	0.00

14 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

15 NOTICE OF MOTION FOR CONSIDERATION AT THE NEXT MEETING

Nil

16 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

17 NEW BUSINESS OF AN URGENT NATURE

Moved Cr Maywood, seconded Cr Boyd

That the following item, omitted in error from the June Council Agenda, be considered as New Business of an Urgent Nature due to the public consultation deadline required for consideration of the Events Strategy 2026-2031.

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

17.1 EVENTS STRATEGY ENDORSED FOR COMMUNITY ENGAGEMENT

Report Reference Number	OCR-4292
Prepared by	Nadia O'Malley, Manager Community Engagement and Communications
Supervised by	Jonathan Throssell, CEO
Meeting date	Tuesday, 16 June 2026
Voting requirements	Simple majority
Documents tabled	Nil
Attachments	
	1. Draft Events Strategy 2026-2031

PURPOSE

To present the *Draft Events Strategy 2026-2031* and seek Council endorsement to release it for public comment before final consideration and adoption.

EXECUTIVE SUMMARY

During the 2025/26 financial year, the Town of East Fremantle (the Town) has been undertaking a project to develop a four-year Events Strategy and an Annual Events Calendar for the 2026/27 financial year.

The Strategy introduces a more structured and sustainable approach to events, moving away from a single, large event toward a diverse program aligned with community expectations, and the Town's operational and financial capacity. It has been informed by extensive consultation with community, Elected Members and staff.

Early community engagement activities were undertaken during development of the *Draft Events Strategy*, including a community-wide survey, a community workshop and two focus groups to support preparation of the document now presented to Council.

Feedback highlights support for smaller, more frequent events across multiple locations (a place-based approach), which balances continued interest in activating George Street and the East Fremantle Community Park (EFCP).

In accordance with good governance practice, it is proposed that the *Draft Events Strategy* 2026-2031 be released for a formal period of public consultation prior to adoption.

BACKGROUND

In March 2025, Council considered five options for the scope of East Fremantle's George Street Festival to address future challenges faced by the Town in delivering the festival and other events.

Council resolved to pause the festival for 2025 and use the year to survey the community to consider other uses for the funds, within the capacity of Town staff to deliver the alternatives.

The Strategy formalises the Town's previously ad hoc approach to event delivery, aligning it with community needs and the Town's delivery capacity.

The *Draft Events Strategy* and an Annual Events Plan and Calendar for 2026/27 are the final deliverables of this Council resolution. The Annual Events Plan and Calendar 2026/27 is expected to be presented to Council in July.

CONSULTATION

Significant consultation has been conducted to develop this draft Strategy including:

- With the community via a survey and workshop;
- 2025 MARKYT Community Scorecard;
- focus groups with Belgravia Leisure and members of the George Street Collective;
- discussions with sporting clubs;
- Elected Member workshop and a discussion at the June 2026 Council Forum;
- with the Executive Leadership Team and Town staff.

Feedback from the June 20256 Council Forum has been incorporated into the draft document.

Public comment period

It is proposed that the *Draft Events Strategy* 2026-2031 be released for a formal period of public consultation prior to adoption.

A 14-day public submission period, closing on 1 July 2026, is recommended. This timeframe enables submissions to be reviewed and considered with a summary of submissions and officer responses reported back to Council prior to final consideration.

STATUTORY ENVIRONMENT

Nil. However, advertising the Draft Events Strategy adopts a best-practice community engagement approach, keeps the community informed and supports open and accountable decision making.

POLICY IMPLICATIONS

This Strategy has been developed to align with the *Sustainable Event Policy*.

Once adopted it will guide service delivery, resource allocation and help the Town measure events to support future planning.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with releasing the Draft Events Strategy 2026-2031 for public consultation.

An annual allocation for events (of the next four years) has been identified in the *Draft Council Plan 2026-2036*.

STRATEGIC IMPLICATIONS

This Strategy has been developed to align with:

Draft Council Plan 2026-2036 in particular:

Outcome 1: Diverse, inclusive and supportive communities.

1.1 Deliver inclusive facilities and services to enhance quality of life for all ages, cultures and abilities.

Outcome 2: A sense of identity and belonging through culture, heritage and the arts.

2.1 Maintain, enhance and celebrate the Town's heritage, character and identity.

Outcome 3: Community health and wellbeing.

Outcome 9: A thriving economy.

9.1 Develop and revitalise local business activity centres.

Other related strategies include the *Public Health Plan 2022-2027*, the *Climate Emergency Action Plan 2023-2033*, *Access and Inclusion Plan 2025-2030*. External plans such as the WA government's *Guidelines for concerts events and organised gatherings 2022* have also been considered.

RISK IMPLICATIONS

RISKS

Risk	Risk Likelihood (based on history & with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Community concern regarding opportunity for input or timing of consultation	Unlikely (2)	Minor (2)	Low (1-4)	REPUTATIONAL Unsubstantiated, low impact, low profile or 'now news' item	Early engagement activities undertaken during development supplemented by a formal public notification period prior to adoption.

RISK MATRIX

Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives: occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating is provided below. Any items with a risk rating over 16 will be added to the Risk Register, and any item with a risk rating over 16 will require a specific risk treatment plan to be developed.

RISK RATING

Risk Rating	4
Does this item need to be added to the Town's Risk Register	No
Is a Risk Treatment Plan Required	No

SITE INSPECTION

Not applicable.

COMMENT

The Strategy formalizes the Town's approach to event delivery, in line with community needs, and the Town's capacity to deliver.

The objectives and outcomes in the Strategy have been informed by significant community feedback.

Endorsing the *Draft Events Strategy 2026-2031* for public notification at this stage is consistent with principles of transparency and accountability. It provides the broader community with an opportunity to review and comment on the Town's proposed strategic direction for events prior to adoption.

CONCLUSION

Releasing the *Draft Events Strategy 2026-2031* for public consultation provides the community with a clear opportunity to comment on the Town's proposed approach to planning and delivering events over the next four financial years.

A 14-day submission period closing on 1 July 2026 is recommended to enable submissions to be properly considered ahead of the July 2026 Ordinary Council meeting.

17.1 OFFICER RECOMMENDATION / COUNCIL RESOLUTION

Council Resolution 061606

OFFICER RECOMMENDATION:

Moved Cr Maywood, seconded Cr Wilson

That Council:

- 1. endorses the Draft Events Strategy 2026-2031 for the purpose of public consultation;**
- 2. approves a public submission period of 14 days, commencing as soon as practicable following this meeting and closing on 1 July 2026;**
- 3. authorises the Chief Executive Officer to give local public notice of the consultation period in accordance with statutory requirements;**
- 4. notes that a final Events Strategy, together with a summary of submissions and officer responses, will be presented to Council at the July 2026 Ordinary Council Meeting.**

(CARRIED UNANIMOUSLY 6:0)

For: Crs Boyd, Harrington, Collinson, Wilson, Maywood and Mayor Natale

Against: Nil

REPORT ATTACHMENTS

Attachments start on the next page



Contents

Message from the Mayor	1
INTRODUCTION	3
Purpose of this Strategy	
Review and engagement	4
STRATEGIC CONTEXT	6
Community aspirations	
Integration with the Council Plan	
Role of the Town	7
Event stakeholders	8
Event locations	
Event categories	9
STRATEGIC DIRECTION	11
Guiding Principles	
Objectives and strategic actions	12
MEASUREMENT AND EVALUATION	13



Acknowledgement of Country

We acknowledge the Whadjuk Nyoongar people as the traditional custodians of the lands and water where the Town is situated and pay our respects to Elders past and present.



Message from the Mayor

I am proud to present Town of East Fremantle's inaugural Events Strategy.

Community events celebrate who we are and reflect our vision for an inclusive, connected community balancing heritage, growth and sustainability.

Importantly, the objectives and outcomes in this Strategy have been informed by extensive community feedback.

You told us that you value community connection, and this has been highlighted as a guiding principle.

Through this Strategy, we're setting a clear direction to deliver and support events that reflect East Freo's identity, activate our places, and strengthen our sense of belonging.

Over the next four years, our events will be partnership-led, financially sustainable and anchored to the vision of our *Council Plan 2026 to 2036*.

We're also adopting a place-based approach that makes the most of the East Fremantle Community Park, our historic George Street precinct, and picturesque parks and foreshore.

We know that great events don't happen alone. They rely on collaboration, creativity and community spirit.

We will work in partnership with local groups, businesses and event organisers to deliver events and that are inclusive, safe and sustainable.

Over the coming years, you can expect diverse and welcoming events that celebrates our heritage, embrace new ideas, and reflect the values of our community.

We are committed to learning from each event and will review our approach, and adapt the supporting events calendar accordingly each year.

I look forward to seeing you out and about, connecting with your neighbours and visitors to the Town, and enjoying everything East Fremantle has to offer.

Tony Natale
Mayor



Introduction

The Town of East Fremantle is nestled along the Swan River and is home to over 8,000 residents.

Our Town has a rich history, and community events are a great way to show off our places and our people, celebrating everything that is great about East Freo.

In our local context, an event is usually an organised activity that brings people together for a clear purpose, such as a concert, sporting moment, community markets or similar occasion.

In simple terms, it is something planned and hosted for the community, visitors, or stakeholders, rather than an everyday activity.

Why events?

Events play a vital role in connecting the community, supporting and celebrating local identity, creating local vibrancy, increasing economic development, and contributing to other cultural, economic, or social benefits.

A community event may be small or large, but it is generally something that needs coordination, approval, and management to run safely and successfully.

Our Council is committed to ensuring the events it delivers or supports are representative of our diverse community interests, support our local economy and deliver the best value for investment.

Purpose of this Strategy

We have created this Strategy to provide a framework for the planning, delivery and evaluation of community events held within the Town.

With a clear strategic goal, and event principles and objectives to guide us, we will work with our community and stakeholders to ensure our events are contributing to the success and wellbeing of East Fremantle's residents and ratepayers.

An Annual Events Plan will be developed by the Town and approved by Council each financial year.

Review and engagement

We undertook a review of the Town's traditional approach to event delivery to understand what was working well, and where there was room for improvement.

To support this work, we:

- Benchmarked against similar strategies from other local governments.
- Consulted with Elected Members and staff.
- Engaged extensively with external stakeholders in-person, at events, through online surveys and promotion/information sharing/gathering data through the Town's traditional and digital communication channels.

Engagement touchpoints





Our Vision

*"An inclusive, connected community,
balancing heritage, growth and sustainability."*

Strategic context

The Town's Council Plan 2026 to 2031 – which combines our Strategic Community Plan and Business Plan into one document – articulates the community's vision, outcomes and strategic priorities for the next 10-years. It also outlines how priority projects will be delivered over the next four years.

Community aspirations

While the Town was developing its leading strategic document (the Council Plan) during 2025 and early 2026, community members were invited to nominate projects, changes and improvements for the Town and its key partners to consider.

Among the suggestions were calls for more community events including:

- Activating George Street
- At the river foreshore and in other public places
- Establishing a year-round calendar of community events to build community spirit and draw visitors to support local businesses.

Integration with Council Plan

The *Council Plan 2026 to 2036* identifies 11 desired outcomes. Although many are integrated with this Strategy, the following outcomes align:

Outcome 1: <i>Diverse, inclusive and supportive communities.</i> 1.1: Deliver inclusive facilities and services to enhance quality of life for all ages, cultures and abilities.	Outcome 2: <i>A sense of identity and belonging through culture, heritage and the arts.</i> 2.1: Maintain, enhance and celebrate the Town's heritage, character and identity.
Outcome 3: <i>Community health and wellbeing.</i>	Outcome 9: <i>A thriving economy.</i> 9.1: Develop and revitalise local business activity centres.

Other Strategies and Policies

Including the Town's Public Health Plan 2022-2027, *Reflect Reconciliation Action Plan*, *Sustainable Event Policy*, *Climate Emergency Action Plan 2023-2033*, *Access and Inclusion Plan 2025-2030*, and external plans such as the WA government's *Guidelines for concerts events and organised gatherings 2022*.

Role of the Town

The Town has a number of roles in relation to events. These are not mutually exclusive. Instead, they provide a framework for determining our level of responsibility and investment in different event types.



Provider

The Town takes a lead role in the delivery of an event, ranging from direct provision (managing budgets, staff, and outcomes) to strategic planning (identifying community needs, setting priorities, and ensuring mechanisms and infrastructure are in place).



Collaborator

The Town collaborates with community groups, businesses, and stakeholders to develop and deliver events, sharing responsibility and creating benefit to both the Town and the community.



Supporter

The Town provides financial and/or in-kind support for events delivered by community organisations or businesses, supporting access to funding, facilities or staff expertise, and building capacity and ownership within the community.



Approver

The Town facilitates the approvals process for events held within East Fremantle, ensuring compliance with regulatory requirements and safe, successful events.



Advocate

The Town champions and promotes events that deliver social, cultural, and economic benefits to the community, through advocacy and promotion, ensuring events achieve broad recognition and impact.

Event stakeholders

The Town can't deliver events on its own – there are many others involved in creating events who add to the fabric of our town, including:

- Community, sporting and cultural groups
- Town Advisory Groups (ie Public Art Panel, Reconciliation Action Group and the Climate Action Reference Group)
- Venue providers
- Local businesses
- Local schools
- Not for profit organisations
- Neighbouring local governments
- Local residents
- Volunteers
- First Nations groups
- External event organisers
- Suppliers
- Funding partners
- State government (ie WA Police, Department on Biodiversity, Conservation and Attractions and Department of Health)



Event locations

Where possible, the Town will take a place-based approach when selecting locations to host community events, with some locations utilised on an annual or biennial basis.

As the Town has a limited number of indoor or outdoor facilities to host events at, including those with public toilets, key locations include:

- Town Centre, particularly the Town Hall for small and civic events
- George Street precinct
- East Fremantle Community Park
- River foreshore

Event categories

Events can be categorised to assist in understanding the Town's role and guide decision making regarding the planning and resourcing of events.



Civic/small events (\$500 to \$5k)

Primary role: Provider

The Town directly delivers, managing budgets, staff, and outcomes.

Alternative role: Supporter

Where a community group leads, the Town provides funding, venues, and/or in-kind support.



Mid-sized events (\$5k to \$25k)

Primary role: Collaborator

The Town collaborates with stakeholders or contractors, pooling resources to deliver outcomes.

Additional role: Provider

Where needed, the Town takes on planning oversight and outsources specialist components.



Anchor events (> \$100k)

Primary role: Provider

The Town provides strategic oversight and engages external producers for delivery.

Additional role: Collaborator

Ensures stakeholder alignment and community integration.



Community Grant Activations*

Primary role: Supporter

Town enables events through grants, approvals, facilities, and guidance.

Additional role: Advocate

Uses Town's channels to maximise reach and impact.

Community as provider: Community groups take full delivery responsibility, with the Town supporting and advocating.



Across all event types

Primary role: Advocate and Approver[^]

The Town champions events, fosters collaboration, advocates for funding, and promotes activities to maximise participation.

[^]Subject to a review of future funding and internal capacity, see Objectives and Strategic Actions on page 12.

[^]Subject to a primary risk assessment by the Town's Environmental Health Officers.



Strategic Direction

Our goal for this Strategy is to plan, attract and support events that contribute to our community's happiness, celebrate local character, and create social, economic and cultural benefits for our Town.

Guiding Principles



1 Connecting the community

Events should provide opportunities for connection and enhancement of our community through:

- Fostering a sense of belonging and inclusion
- Supporting local businesses and groups
- Reducing social isolation and providing intergenerational opportunities
- Celebrating cultural diversity and First Nations heritage.

2 Celebrating East Freo

Events should promote and celebrate the Town of East Fremantle by:

- Showcasing the Town's natural attractions and assets
- Employing a place-based approach and activating underused spaces
- Promoting the Town as a destination
- Supporting causes our community values, and contributing to education and behaviour change within the community.

3 Sustainability and safety

Events should be designed and planned in a way that is financially and environmentally sustainable.

They should also provide a safe environment for our community, align with the Town's Public Health Plan, and increase awareness by:

- Ensuring a robust risk management and safety focus
- Contributing to improved community safety and the Town's environmental and sustainability objectives
- Aligning with the recommendations of the Town's Sustainable Event Policy
- Actively seeking other funding sources through grant and sponsorship opportunities
- Combining events, where possible, to meet multiple objectives.

4 Collaboration and partnerships

Events should prioritise collaboration and partnerships between the Town and others by:

- Sharing resources and broadening impact (social, environmental and/or economic)
- Building community ownership of events
- Ensuring partnerships service the local community, including local businesses.

Objectives and strategic actions

To deliver on our strategic goal for events, we will focus on the following objectives and actions:

Objective	Action	Timing
Objective 1: <i>Events are accessible, inclusive and represent our community</i>	1.1 Develop inclusive event communication and promotion practices to enhance accessibility for all backgrounds and abilities.	2026 to 2027
	1.2 Develop and champion First Nations programming into our events.	Ongoing
	1.3 Consider accessible and inclusive events during the planning and approval processes.	Ongoing
Objective 2: <i>Local businesses and groups are engaged in delivering our events</i>	2.1 Continue to create opportunities for local businesses and groups to be part of events in the Town.	Ongoing
	2.2 Develop and publish an Events Guide to create clear instructions on how to deliver events within the Town.	2027 to 2028
	2.3 Promote and measure business and community group involvement in delivering events in the Town, raising awareness of the important role these groups play and reporting on the value provided.	Ongoing
Objective 3: <i>Events are financially viable and environmentally conscious</i>	3.1 Explore and advocate for partnerships.	Ongoing
	3.2 Actively seek external funding sources to support our current program or create new event offerings.	Ongoing
	3.3 Promote the Town's Sustainable Event Policy to event organisers and embed in event planning and approval processes.	Ongoing
	3.4 Review the Sustainable Event Policy in line with existing priorities.	2027 to 2028
Objective 4: <i>Events are aligned with the Town's vision and strategic direction</i>	4.1 Create an annual events program, that reflects our community, showcases our places and aligns with the Town's Council Plan and annual budget.	Annually
	4.2 Establish a feedback mechanism to measure community satisfaction with the Town's events and to inform future event calendars.	2026 to 2027
	4.3 Investigate a Community Event Grants program to support community delivery of small to mid-size events.	2027 to 2028

Measurement and evaluation

This Strategy, and the corresponding annual events calendar, will be reviewed and reported on annually in order to:

- demonstrate the return on investment in local events
- identify opportunities for improvement in our events planning and delivery
- assist in ongoing planning of the Town's events program
- ensure events are aligned with the community's aspirations

This will be achieved through the review of actions presented in this Strategy, along with other mechanisms, including:



Feedback from event attendees and organisers



Feedback from event partners



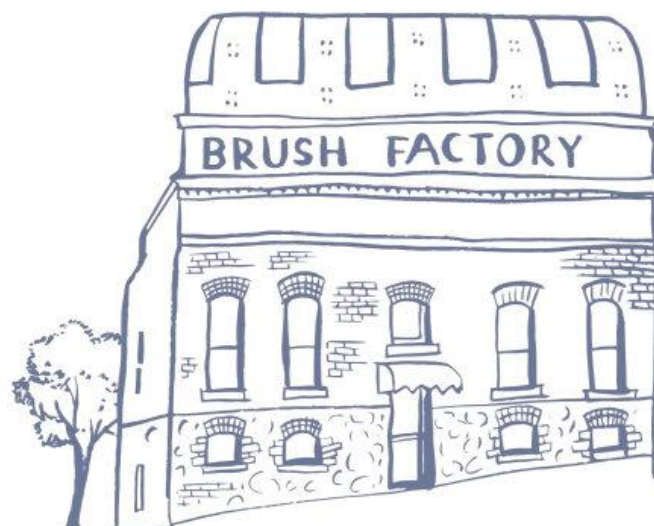
Community surveys



Media coverage



Social media engagement





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18 MATTERS BEHIND CLOSED DOORS

Nil

19 CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 6:28pm.

*I hereby certify that the Minutes of the Ordinary meeting of the **Council** of the Town of East Fremantle, held on **16 June 2026**, Minute Book reference **1. to 19.** were confirmed at the meeting of the Council on*

21 JULY 2026



Presiding Member