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**Financial Report for the period ended 30 November 2023**

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APPENDIX 1

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# Financial Report for the period ending 30 November 2023

Mindarie Regional Council

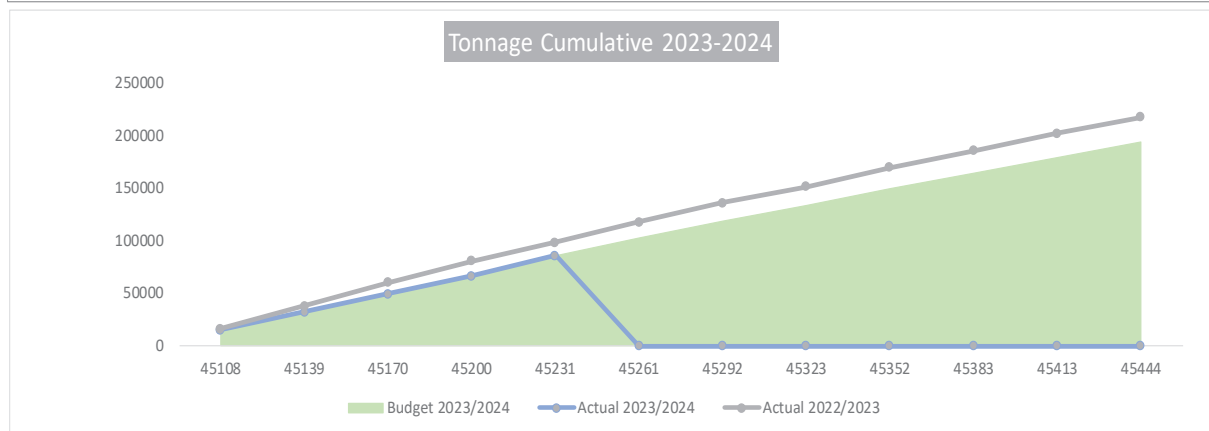
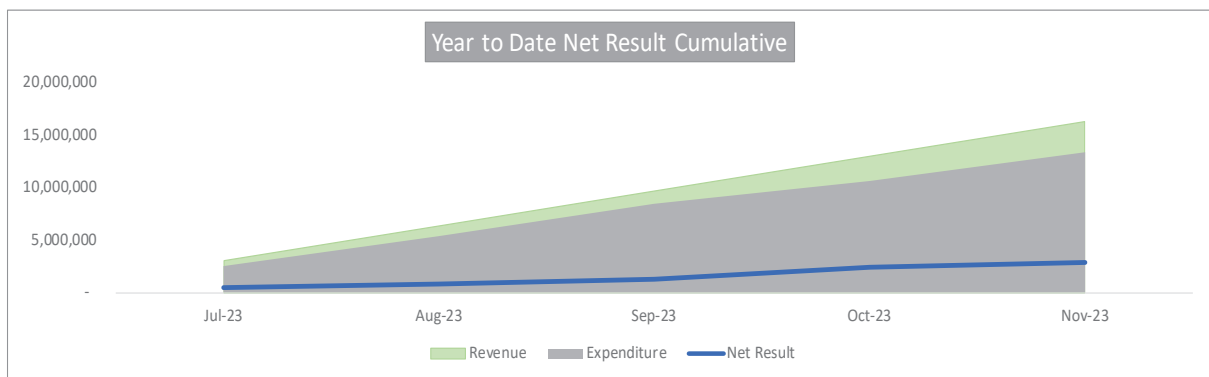
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## 1.0 Financial Summary for the period 30 November 2023

STATEMENT OF COMPREHENSIVE INCOME						
	Original Budget	Budget Year to Date	Actual Year to Date	Variance	Variance %	Status
Fees and Charges Revenue	\$ 32,832,723	\$ 13,465,504	\$ 13,135,472	\$ (330,032)	-2%	↓
Other Revenue	\$ 6,411,318	\$ 2,792,983	\$ 3,114,793	\$ 321,810	12%	↑
<b>Total Operating Revenue</b>	<b>\$ 39,244,041</b>	<b>\$ 16,258,487</b>	<b>\$ 16,250,266</b>	<b>\$ (8,222)</b>	<b>0%</b>	→
<b>Operating Expenditure</b>	<b>\$ 37,492,999</b>	<b>\$ 13,693,976</b>	<b>\$ 13,394,271</b>	<b>\$ 299,706</b>	<b>2%</b>	↑
<b>Net Result</b>	<b>\$ 1,451,286</b>	<b>\$ 2,565,511</b>	<b>\$ 2,855,993</b>	<b>\$ 290,482</b>	<b>11%</b>	↑



## STATEMENT OF FINANCIAL POSITION

	Original Budget	Actual Year to Date	Actual 30 June 2023
Current Assets	\$ 66,430,359	\$ 69,447,662	\$ 64,273,412
Non Current Assets	\$ 84,486,833	\$ 96,944,766	\$ 100,324,693
<b>Total Assets</b>	<b>\$ 150,917,192</b>	<b>\$ 166,392,428</b>	<b>\$ 164,598,105</b>
Current Liabilities	\$ 6,141,310	\$ 4,112,222	\$ 5,528,381
Non Current Liabilities	\$ 25,018,563	\$ 26,709,399	\$ 26,354,914
<b>Total Liabilities</b>	<b>\$ 31,159,873</b>	<b>\$ 30,821,621</b>	<b>\$ 31,883,295</b>
<b>Equity</b>	<b>\$ 119,757,319</b>	<b>\$ 135,570,807</b>	<b>\$ 132,714,810</b>

## CAPITAL EXPENDITURE

	Original Budget	Year to Date Actual	Variance %	Variance \$
Capital Expenditure	10,052,000	163,508	1.6%	9,888,492

Mindarie Regional Council  
Statement of Comprehensive Income  
by Nature and Type  
For the period ended 30 November 2023



	Original Budget	Year to Date				Previous Actual YTD
	2023/24 \$	Budget \$	Actual \$	Variance \$	Variance %	30-Nov-22 \$
<b>REVENUE</b>						
<b>Member User Charges</b>						
User Charges - City of Perth	1,884,782	811,758	837,070	25,312	3%	789,246
User Charges - City of Wanneroo	8,757,751	3,534,894	3,364,592	(170,302)	(5%)	3,239,225
User Charges - City of Joondalup	5,073,600	2,077,298	2,049,517	(27,781)	(1%)	1,974,830
User Charges - City of Stirling	7,974,008	3,514,601	3,475,355	(39,246)	(1%)	3,429,861
User Charges - Town of Cambridge	787,616	360,127	367,904	7,777	2%	356,400
User Charges - City of Vincent	830,500	361,334	362,780	1,446	0%	325,337
User Charges - Town of Victoria Park	1,268,400	661,982	685,049	23,067	3%	684,691
<b>Total Member User Charges</b>	<b>26,576,657</b>	<b>11,321,994</b>	<b>11,142,267</b>	<b>(179,727)</b>	<b>(1.6%)</b>	<b>10,799,590</b>
<b>Other User Charges</b>						
User Charges - Casual Tipping Fees	5,401,066	2,067,996	1,914,137	(153,859)	(7%)	3,864,663
<b>Total User Charges</b>	<b>31,977,723</b>	<b>13,389,990</b>	<b>13,056,404</b>	<b>(333,586)</b>	<b>(2%)</b>	<b>14,664,253</b>
Mattresses Charges	55,000	34,915	38,468	3,553	10%	40,614
Gas Power Generation Sales	800,000	40,599	40,599	-	-	85,142
<b>Total Other Fees and Charges</b>	<b>855,000</b>	<b>75,514</b>	<b>79,067</b>	<b>3,553</b>	<b>5%</b>	<b>125,756</b>
<b>Total Fees and Charges</b>	<b>32,832,723</b>	<b>13,465,504</b>	<b>13,135,471</b>	<b>(330,033)</b>	<b>(2%)</b>	<b>14,790,009</b>
<b>Interest Earnings</b>	1,659,800	800,267	1,121,739	321,472	40%	371,590
<b>Grants, Subsidies and Contributions</b>						
Reimb. of Admin/Governance Expenses	4,656,518	1,940,216	1,940,216	-	-	1,758,226
<b>Other Revenue</b>						
Other Revenue	95,000	52,500	52,838	338	1%	69,882
<b>Total Other Revenue</b>	<b>6,411,318</b>	<b>2,792,983</b>	<b>3,114,793</b>	<b>321,810</b>	<b>12%</b>	<b>2,199,698</b>
<b>Total Revenue</b>	<b>39,244,041</b>	<b>16,258,487</b>	<b>16,250,264</b>	<b>(8,223)</b>	<b>0%</b>	<b>16,989,708</b>
<b>EXPENSES</b>						
Employee Costs	5,536,680	2,096,326	2,081,981	14,345	1%	1,710,417
Materials and Contracts	18,348,818	7,143,248	6,928,062	215,186	3%	7,748,465
Utilities	718,250	289,249	240,767	48,482	17%	301,685
Depreciation	5,896,783	2,621,126	2,614,844	6,282	0%	2,313,478
Amortisation	4,954,195	883,001	883,001	-	-	2,243,100
Finance Costs	1,097,123	458,931	458,931	-	-	424,417
Insurances	620,200	152,190	149,332	2,858	2%	468,221
Other Expenses	320,950	49,905	37,353	12,552	25%	44,818
<b>Total Expenses</b>	<b>37,492,999</b>	<b>13,693,976</b>	<b>13,394,271</b>	<b>299,705</b>	<b>2%</b>	<b>15,254,601</b>
<b>Capital Grants, Subsidies and Contributions</b>						
Capital Grants and Subsidies	50,000	-	-	-	-	-
	<b>50,000</b>	-	-	-	-	-
<b>Profit/(loss) from ordinary activities</b>						
Profit on Sale of Assets	1,000	1,000	-	1,000	0%	-
Loss on Sale of Assets	(350,756)	-	-	-	-	-
	<b>(349,756)</b>	<b>1,000</b>	<b>-</b>	<b>(1,000)</b>	<b>-</b>	<b>-</b>
<b>Net result for the period</b>	<b>1,451,286</b>	<b>2,565,511</b>	<b>2,855,993</b>	<b>290,482</b>	<b>11%</b>	<b>1,735,107</b>
<b>Other Comprehensive income for the period</b>						
Changes in asset revaluation	-	-	-	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>1,451,286</b>	<b>2,565,511</b>	<b>2,855,993</b>	<b>290,482</b>	<b>11%</b>	<b>1,735,107</b>

Mindarie Regional Council  
Statement of Comprehensive Income by program  
For the period ended 30 November 2023



	Original Budget	Budget YTD	Actual YTD	Variance	Variance
	\$	\$	\$	\$	%
<b>Revenue from Ordinary Activities</b>					
Community Amenities	32,927,723	13,518,004	13,188,310	(329,694)	(2%)
General Purpose Funding	1,659,800	800,267	1,121,739	321,472	40%
Governance	4,656,518	1,940,216	1,940,216	-	0%
	<b>39,244,041</b>	<b>16,258,487</b>	<b>16,250,264</b>	<b>(8,223)</b>	<b>(0%)</b>
<b>Expenses from Ordinary Activities</b>					
Governance	(4,616,177)	(1,654,769)	(1,567,427)	(87,342)	5%
Community Amenities	(31,779,699)	(11,900,621)	(11,688,258)	(212,363)	2%
<b>Total operating expenses</b>	<b>(36,395,876)</b>	<b>(13,555,390)</b>	<b>(13,255,685)</b>	<b>(299,705)</b>	<b>2%</b>
<b>Finance costs</b>					
Governance	(328,288)	(138,586)	(138,586)	-	-
Community Amenities	(768,835)	-	-	-	-
<b>Total Finance costs</b>	<b>(1,097,123)</b>	<b>(138,586)</b>	<b>(138,586)</b>	<b>-</b>	<b>-</b>
<b>Net result for the period</b>	<b>1,751,042</b>	<b>2,564,511</b>	<b>2,855,993</b>	<b>291,482</b>	<b>11%</b>
<b>Non-operating grants</b>					
Community Amenities	50,000	-	-	-	-
<b>Profit on sale of assets</b>					
Community Amenities	1,000	1,000	-	(1,000)	0%
	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>(1,000)</b>	<b>0%</b>
<b>Loss on sale of assets</b>					
Governance	(384)	-	-	-	-
Community Amenities	(350,372)	-	-	-	-
<b>Total profit /(loss) on sale of assets</b>	<b>(349,756)</b>	<b>1,000</b>	<b>-</b>	<b>(1,000)</b>	<b>0%</b>
<b>Other comprehensive income for the period</b>					
Revaluation of Assets	-	-	-	-	-
<b>Total Comprehensive Income</b>	<b>1,451,286</b>	<b>2,565,511</b>	<b>2,855,993</b>	<b>290,482</b>	<b>11%</b>

**Mindarie Regional Council**  
**Statement of Financial Position**  
**As at 30 November 2023**



	<b>Actual As at 30 November 2023</b>	<b>Actual 30 June 2023</b>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	20,347,776	20,262,141
Other Financial Assets	44,916,531	40,495,910
Debtors and other receivables	4,159,593	2,273,228
Inventories	23,762	15,792
Other Current Assets	-	1,226,341
<b>TOTAL CURRENT ASSETS</b>	<b>69,447,662</b>	<b>64,273,412</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant and equipment	30,814,850	31,577,144
Right of Use Asset	5,880,222	6,203,572
Infrastructure	48,352,543	49,828,762
Excavation Asset	8,885,875	9,549,000
Rehabilitation asset	3,011,276	3,166,215
<b>TOTAL NON-CURRENT ASSETS</b>	<b>96,944,766</b>	<b>100,324,693</b>
<b>TOTAL ASSETS</b>	<b>166,392,428</b>	<b>164,598,105</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	2,950,033	4,144,896
Employee related provisions	784,251	754,925
Right of Use Asset - Leases	377,938	628,560
<b>TOTAL CURRENT LIABILITIES</b>	<b>4,112,222</b>	<b>5,528,381</b>
<b>NON CURRENT LIABILITIES</b>		
Employee related provisions	175,140	141,000
Rehabilitation provision	20,373,039	20,052,694
Right of Use Asset - Leases	6,161,220	6,161,220
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>26,709,399</b>	<b>26,354,914</b>
<b>TOTAL LIABILITIES</b>	<b>30,821,621</b>	<b>31,883,295</b>
<b>NET ASSETS</b>	<b>135,570,807</b>	<b>132,714,810</b>
<b>EQUITY</b>		
Retained Losses	(27,650,360)	(29,893,807)
Reserves Accounts	20,105,919	19,493,371
Revaluation Surplus	54,029,522	54,029,520
Council Contribution	89,085,726	89,085,726
<b>TOTAL EQUITY</b>	<b>135,570,807</b>	<b>132,714,810</b>

**Mindarie Regional Council**  
**Statement of Cash Flow**  
**For the Period ended 30 November 2023**



	<b>Original Budget 2023/2024</b>	<b>Actual YTD 30-Nov-23</b>	<b>Actual 30-Jun-23</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Contributions, re-imbursments and donations	4,656,518	1,940,216	4,224,742
Gas generation services	800,000	-	816,100
Fees and charges	32,032,723	14,314,311	32,839,129
Interest earnings	1,659,800	1,058,977	939,304
Other revenue	95,000	52,838	271,044
GST received	-	342,744	2,782,222
	<b>39,244,041</b>	<b>17,709,085</b>	<b>41,872,541</b>
<b>Payments</b>			
Employee costs	(5,102,945)	(1,979,752)	(4,776,643)
Materials and contracts	(18,348,818)	(8,968,048)	(17,328,430)
Utilities	(718,250)	(240,767)	(632,002)
Insurance	(620,200)	(149,332)	(684,880)
Other Expenditure	(320,950)	(37,353)	(798,699)
GST Paid	-	(1,528,031)	(2,785,569)
	<b>(25,111,163)</b>	<b>(12,903,283)</b>	<b>(27,006,223)</b>
<b>Net cash provided by operating activities</b>	<b>14,132,878</b>	<b>4,805,802</b>	<b>14,866,318</b>
<b>Cash flows from investing activities</b>			
Grants and subsidiaries	50,000	-	-
Payments for purchases of property, plant and equipment and infrastructure	(10,052,000)	(166,097)	(107,549)
Investments in term deposits	(2,315,904)	(4,420,622)	(1,075,500)
Proceeds from Sale of assets	576,000	48,182	-
<b>Net cash used in investing activities</b>	<b>(11,741,904)</b>	<b>(4,538,537)</b>	<b>(1,183,049)</b>
<b>Cash flows from financing activity</b>			
Lease payments	(559,266)	(181,631)	(566,483)
<b>Net cash used in financing activities</b>	<b>(559,266)</b>	<b>(181,631)</b>	<b>(566,483)</b>
<b>Net increase in cash and cash equivalents</b>	<b>1,831,708</b>	<b>85,635</b>	<b>13,116,786</b>
Cash and cash equivalents 30 June 2023	15,250,254	20,262,141	7,145,355
Cash and cash equivalents 30 November 2023	<b>17,258,130</b>	<b>20,347,776</b>	<b>20,262,141</b>

Mindarie Regional Council  
Statement of Financial Activity  
For the period ended 30 November 2023



Actual 30 June 2023		Original Budget 2023/2024	Budget YTD 30-Nov-23	Actual YTD 30-Nov-23	Variance
		\$	\$	\$	\$
	<b>Revenue from operating activities</b>				
4,224,742	Contributions and reimbursements	4,656,518	1,940,216	1,940,216	-
33,102,536	Fees and charges	31,977,723	13,389,990	13,056,404	(333,586)
1,512,800	Interest revenue	1,659,800	800,267	1,121,739	321,472
271,044	Other revenue	895,000	93,099	93,437	338
-	Profit on asset disposals	1,000	1,000	-	(1,000)
<b>39,111,122</b>		<b>39,190,041</b>	<b>16,224,572</b>	<b>16,211,796</b>	<b>(12,776)</b>
	<b>Expenditure from operating activities</b>				
(4,707,843)	Employee costs	(5,536,680)	(2,096,326)	(2,081,981)	(14,345)
(17,508,295)	Materials and contracts	(18,348,818)	(7,143,248)	(6,928,062)	(215,186)
(632,002)	Utility charges	(718,250)	(289,249)	(240,767)	(48,482)
(7,606,255)	Depreciation & amortisation	(10,850,978)	(3,504,127)	(3,497,845)	(6,282)
(1,074,941)	Finance costs	(1,097,123)	(458,931)	(458,931)	-
(684,881)	Insurance	(620,200)	(152,190)	(149,332)	(2,858)
(466,879)	Other expenditure	(320,950)	(49,905)	(37,353)	(12,552)
<b>(32,681,096)</b>		<b>(37,492,999)</b>	<b>(13,693,976)</b>	<b>(13,394,271)</b>	<b>299,705</b>
	<b>Add/less: Non - cash items</b>				
-	Profit on asset disposals	(1,000)	(1,000)	-	1,000
-	Loss on disposal of assets	350,756	-	-	-
7,606,255	Depreciation & amortisation	10,850,978	3,504,127	3,497,845	6,282
60,245	Employee benefit provisions	542,735	208,730	61,411	147,319
743,120	Rehabilitation - unwinding of interest	768,835	320,348	320,345	3
<b>8,409,620</b>		<b>12,512,304</b>	<b>4,032,205</b>	<b>3,879,601</b>	<b>154,604</b>
<b>14,839,646</b>	<b>Amount attributable to operating activities</b>	<b>14,209,346</b>	<b>6,562,801</b>	<b>6,697,126</b>	<b>134,325</b>
	<b>Inflows from investing activities</b>				
-	Proceeds from disposal of assets	576,000	-	-	-
-	Capital Grants and Subsidies	50,000	-	-	-
<b>-</b>		<b>626,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Outflows from investing activities</b>				
(54,835)	Purchase of plant and equipment	(618,000)	(88,155)	(88,155)	-
(25,279)	Purchase of land and buildings	(310,000)	-	-	-
(17,101)	Purchase of computer equipment	(105,000)	(10,417)	(10,417)	-
(10,334)	Purchase and construction of infrastructure	(9,019,000)	(64,937)	(64,937)	-
<b>(107,549)</b>		<b>(10,052,000)</b>	<b>(163,508)</b>	<b>(163,508)</b>	<b>-</b>
<b>(107,549)</b>	<b>Amount attributable to investing activities</b>	<b>(9,426,000)</b>	<b>(163,508)</b>	<b>(163,508)</b>	<b>-</b>
	<b>Inflows from financing activity</b>				
98,550	Transfers from reserve accounts	1,215,000	163,508	163,508	-
<b>98,550</b>		<b>1,215,000</b>	<b>163,508</b>	<b>163,508</b>	<b>-</b>
	<b>Outflows from financing activities</b>				
(566,483)	Payments for principal portion of lease liabilities	(293,526)	(262,809)	(250,622)	(12,187)
(824,831)	Transfers to reserve accounts	(2,493,835)	(207,820)	(774,858)	567,039
<b>(1,391,314)</b>		<b>(2,787,361)</b>	<b>(470,628)</b>	<b>(1,025,480)</b>	<b>554,852</b>
<b>(1,292,764)</b>	<b>Amount attributable to financing activities</b>	<b>(1,572,361)</b>	<b>(307,120)</b>	<b>(861,972)</b>	<b>(554,852)</b>
27,195,812	<b>Operating Net Current Assets at the start of the financial year</b>	<b>32,849,526</b>	32,849,526	40,635,145	(7,785,619)
14,839,646	Amount attributable to operating activities	14,209,346	6,562,801	6,697,126	134,325
(107,549)	Amount attributable to investing activities	(9,426,000)	(163,508)	(163,508)	-
(1,292,764)	Amount attributable to financing activities	(1,572,361)	(307,120)	(861,972)	(554,852)
<b>40,635,145</b>	<b>Closing Net Current Assets</b>	<b>36,060,511</b>	<b>38,941,699</b>	<b>46,306,791</b>	<b>7,365,092</b>

**Mindarie Regional Council**  
**Statement of reserves**  
**For the Period ended 30 November 2023**



Description	Actual as at 30 November 2023
	\$
<b><u>Site Rehabilitation</u></b>	
Opening balance	17,056,658
Interest income	328,143
Transfer to reserves	256,276
Transfer from reserves	-
<b>Closing Balance</b>	<b>17,641,077</b>
<b><u>Capital Expenditure</u></b>	
Opening balance	1,945,637
Interest income	37,356
Transfer to reserves	143,750
Transfer from reserves	(162,310)
<b>Closing Balance</b>	<b>1,964,433</b>
<b><u>Carbon Abatement</u></b>	
Opening balance	491,076
Interest income	9,333
Transfer to reserves	-
Transfer from reserves	-
<b>Closing Balance</b>	<b>500,409</b>
<b>RESERVES SUMMARY</b>	
Opening Balance as at 1 July 2023	19,493,371
Interest income	374,832
Transfer to reserves	400,026
Transfer from reserves	(162,310)
<b>Closing Balance</b>	<b>20,105,919</b>

**Mindarie Regional Council**  
**Statement of investing activity**  
**For the Period ended 30 November 2023**



	<b>Original Budget 2023/24</b>	<b>Actual As at 30 November 2023</b>
<b>LANDFILL INFRASTRUCTURE</b>		
Stage2 - Phase2 capping work	6,987,000	47,604
Leachate Processing Infrastructure	1,850,000	17,333
	<b>8,837,000</b>	<b>64,937</b>
<b>INFRASTRUCTURE TAMALA PARK</b>		
RRF 2x new additional Monitoring Bores to be installed	28,500	-
4x new Monitoring Bores Install - Marmion Ave	55,000	-
Facility Signage Upgrade	14,000	-
Transfer Station Line Marking	18,000	-
Modifications at Drop-off bays & Reticulation	15,500	-
Workshop Hotwash - Wash-downbay	10,000	-
15Amp Power Supply Installation to Green Waste bunker	16,000	-
Transfer Station chain drop Access Control unit	25,000	-
	<b>182,000</b>	<b>-</b>
<b>BUILDING</b>		
Recycling E-Waste Storage and Bulk Up Facility	135,000	-
Workshop building Roller doors and Rood upgrade for tyre	25,000	-
Weighbridge roof modification	150,000	-
	<b>310,000</b>	<b>-</b>
<b>COMPUTING EQUIPMENT</b>		
Replacement of Desktops/Laptops	20,000	10,417
CCTV install for Tip Face, Quarry and Transfer	85,000	-
	<b>105,000</b>	<b>10,417</b>
<b>EQUIPMENT</b>		
Odour monitoring units / control	70,000	-
Point to point Telemetry & Data System Installation	16,500	-
Workshop Hotwash Machine	8,000	-
2x New Air well Leachate Extraction Pumps for Stage 2	8,500	-
Generator & Compressor	15,000	-
	<b>118,000</b>	<b>-</b>
<b>PLANT AND VEHICLES</b>		
Replacement of Hyundai	80,000	82,323
Replacement of Skid Steer Loader	175,000	5,832
New 16t Vibrating Roller at Tip face	245,000	-
	<b>500,000</b>	<b>88,155</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>10,052,000</b>	<b>163,508</b>



### 3.0 Cash & Cash Equivalents and Schedule of Investments at 30 November 2023

Institutions with Standard & Poors Rating AA- or better

Institution	S&P Rating	Achieved
CBA	AA+	✓
NAB	AA+	✓
ANZ	AA+	✓

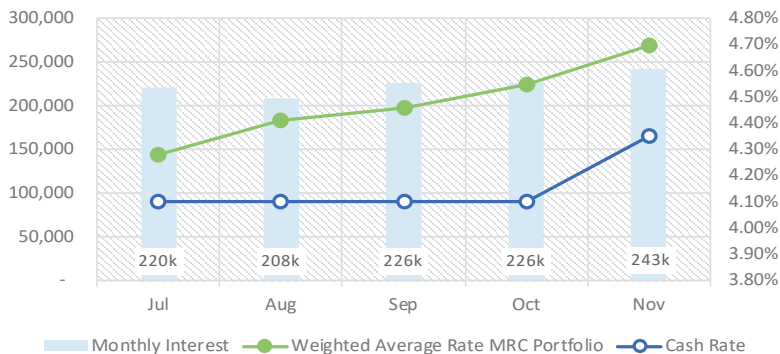


Where Tenor > 90 Days, maximum 50% held in one institution  
Investments > 90 days tenor 87%

Institution	Amount Held \$m	% of Total Funds	Maximum	Achieved
CBA	\$ 13.04	35%	50%	✓
NAB	\$ 14.30	38%	50%	✓
ANZ	\$ 10.28	27%	50%	✓
<90 Days	\$ 7.30			
	\$ 44.92			

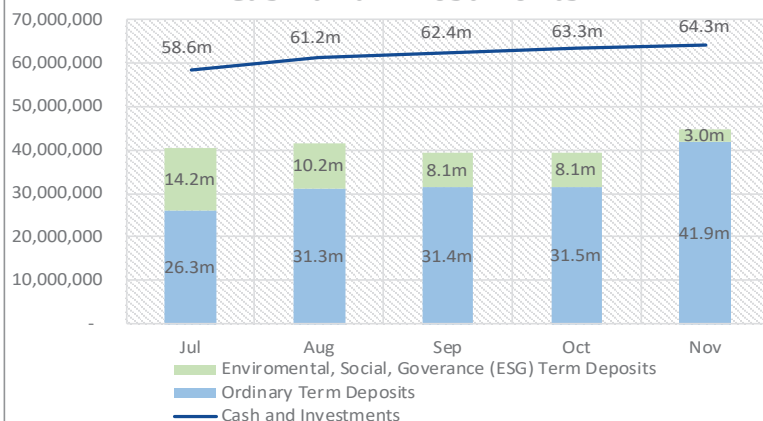
Where possible give preference to institutions that do not finance the fossil fuel industry and consider ethical, social and environmental aspects.  
E.g. investing in Green term deposits / term deposits with Environmental, Social and Governance (ESG) ratings

#### Monthly Interest and Rates



As of November 2023, MRC's interest earnings are \$321,000 above budget year-to-date. In November 2023, the Reserve Bank increased the cash rate to 4.35%

#### Cash and Investments



As of November 30, 2023, MRC's total cash and investments amounted to \$64.3 million. Of this amount, \$44.9 million was invested in term deposits and \$15.6m invested in the CBA saver account. 7% of the term deposit investments have Environmental, Social, and Governance (ESG) ratings.

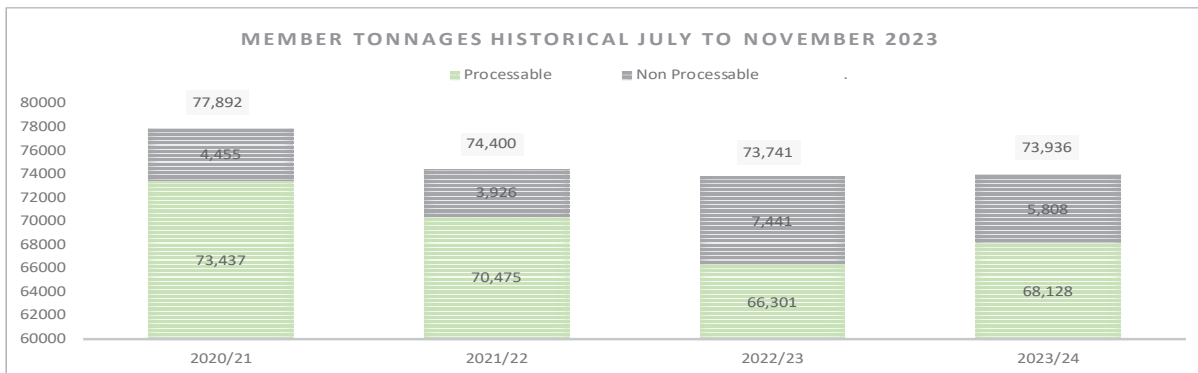
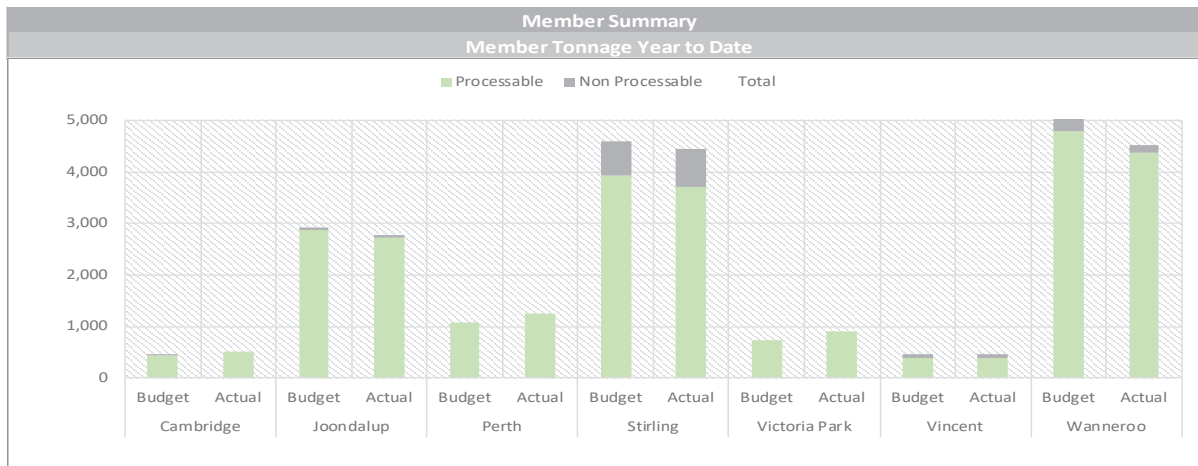
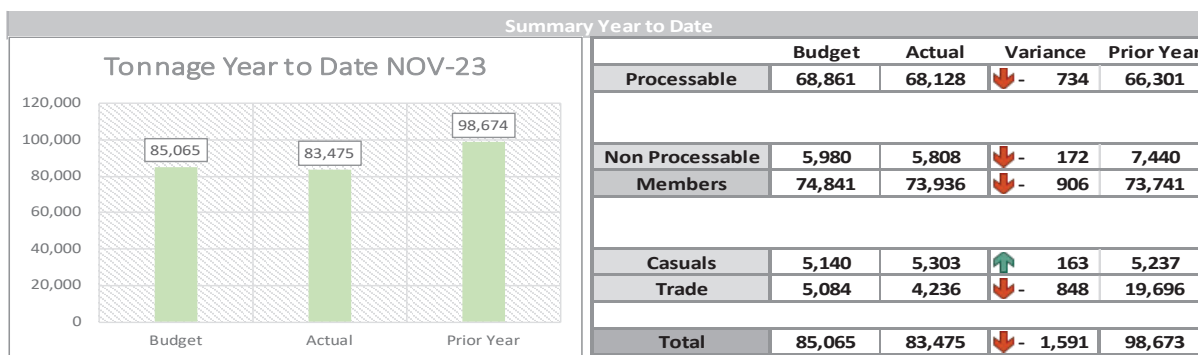
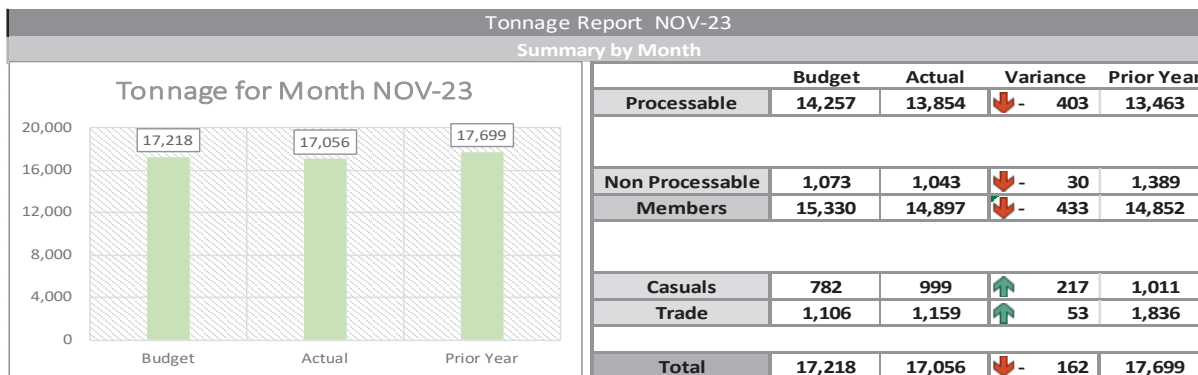


### 3.0 Cash & Cash Equivalents and Schedule of Investments at 30 November 2023 (Continued)

SCHEDULE OF INVESTMENTS							
Bank	Investment Date	Tenor (Days)	Investment Amt \$	Interest Rate %	Maturity Date	Gross Interest \$	Maturity Amt \$
<b>ORDINARY TERM DEPOSITS</b>							
ANZ 9796-92171	1/12/2022	365	2,014,289	3.41%	1/12/2023	68,687	2,082,976
NAB 71-624-4449	1/12/2022	365	3,024,460	4.25%	1/12/2023	128,540	3,153,000
NAB 78-452-4637	3/01/2023	345	2,022,097	4.50%	14/12/2023	86,008	2,108,105
ANZ 9131-43719	2/03/2023	288	2,017,801	4.42%	15/12/2023	70,372	2,088,173
NAB 23-472-8432	14/11/2023	62	2,095,679	4.60%	15/01/2024	16,375	2,112,054
CBA 37309509 B	15/11/2023	62	5,200,000	4.60%	16/01/2024	40,631	5,240,631
ANZ 9797-07193	29/04/2023	278	2,042,958	4.33%	1/02/2024	67,375	2,110,333
ANZ 9130-47954	16/11/2023	91	4,207,964	4.95%	15/02/2024	51,931	4,259,895
NAB 21-233-4934	23/08/2023	184	2,079,233	5.10%	23/02/2024	53,456	2,132,690
CBA 37309509 C	15/11/2023	121	5,000,000	5.08%	15/03/2024	84,203	5,084,203
NAB 36-705-5358	18/09/2023	183	2,095,696	5.04%	19/03/2024	52,956	2,148,652
CBA 37309509 A	15/08/2023	244	5,000,000	5.50%	15/04/2024	183,836	5,183,836
NAB 78-463-0288	27/10/2023	207	2,105,319	5.20%	21/05/2024	62,087	2,167,406
NAB 41-562-4966	4/10/2023	341	2,968,402	5.25%	9/09/2024	145,594	3,113,996
			<b>41,873,898</b>			<b>1,112,051</b>	<b>42,985,949</b>
<b>ESG TERM DEPOSITS</b>							
CBA 0221223087035	23/12/2022	363	3,042,632	4.25%	21/12/2023	128,603	3,171,236
			<b>3,042,632</b>			<b>128,603</b>	<b>3,171,236</b>
<b>Total Term Deposits</b>			<b>44,916,531</b>	<b>4.70%</b>	<i>Weighted avg. rate</i>	<b>1,240,654</b>	<b>46,157,185</b>
<b>Cash &amp; Cash Equivalents as of 30 Nov 2023</b>							
CBA Saver			15,676,660	<b>Principal</b>			
NAB Balance			200,299	NAB	36.5%	16,390,887	
CBA Business			4,467,713	CBA	40.6%	18,242,632	
ANZ Balance			105	ANZ	22.9%	10,283,012	
Petty Cash			1,500	<b>Invested</b>			
Floats			1,500			<b>44,916,531</b>	
				<b>Principal plus interest</b>			
				NAB	36.7%	16,935,903	
				CBA	40.5%	18,679,905	
				ANZ	22.8%	10,541,377	
				Total		<b>46,157,185</b>	
<b>Total Cash &amp; Cash Equivalents</b>			<b>20,347,776</b>				
<b>Total Cash and Investments</b>			<b>65,264,307</b>				



### 4.0 Tonnage Report



List of accounts paid for the month ended 30 November 2023

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APPENDIX 2

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**Schedule of Payments for November 23  
Council Meeting - 14th December 23**

Date	Document No.	Vendor Name	Description	Amount
6/11/2023	00875	Cash	Staff Lotto	\$ 580.00
17/11/2023	00876	Cash	Petty Cash - Reimbursement	\$ 1,024.01
30/11/2023	00878	Cash	Petty Cash - Reimbursement	\$ 957.65
<b>Total CBA cheques</b>				<b>\$ 1,604.01</b>

3/11/2023	DP-02285	Australian Taxation Office	PAYG Payment	\$ 38,885.00
3/11/2023	DP-02286	Easi Salary Pty Ltd	Staff Salary Sacrifice	\$ 1,850.62
9/11/2023	DP-02287	Fire and Safety Aust.	Manual Handling Training	\$ 3,150.00
13/11/2023	DP-02288	Dallcon	Precast Concrete Blocks	\$ 1,562.00
15/11/2023	DP-02289	Australian Taxation Office	BAS Payment Oct 2023	\$ 253,862.00
2/11/2023	DP-02290	Commonwealth Bank	Merchant fees	\$ 1,638.00
2/11/2023	DP-02290	Commonwealth Bank	Merchant fees	\$ 138.57
13/11/2023	DP-02291	Commonwealth Bank	Bank charge	\$ 2.50
17/11/2023	DP-02292	Australian Taxation Office	PAYG Payment	\$ 41,291.00
17/11/2023	DP-02293	Easi Salary Pty Ltd	Staff Salary Sacrifice	\$ 1,850.62
17/11/2023	DP-02294	SuperChoice	Staff Superannuation	\$ 61,212.48
15/11/2023	DP-02295	Commonwealth Bank	New CBA TD placement	\$ 5,200,000.00
15/11/2023	DP-02296	Commonwealth Bank	New CBA TD placement	\$ 5,000,000.00
15/11/2023	DP-02297	Commonwealth Bank	CommBiz Fees	\$ 39.60
15/11/2023	DP-02297	Commonwealth Bank	Acct. Service Fees	\$ 10.50
30/11/2023	DP-02300	MRC Credit Card	See Schedule Attached	\$ 3,521.85
30/11/2023	DP-02301	NAB Bank	Account Fee	\$ 10.00
<b>Total Direct Payments &amp; Fees</b>				<b>\$ 10,609,024.74</b>

**Total Inter account Transfers**

\$ -

Date	Document No.	Vendor Name	Description	Amount
3/11/2023	EFT-02350	All 4 People Pty Ltd	Contract Labour Week ending 22 Sept, 13 & 20 Oct 23	\$ 8,135.05
3/11/2023	EFT-02350	A & G Wines Plumbing	Water leak check - Tag Relocation	\$ 110.00
3/11/2023	EFT-02350	Bunnings	Workshop and Maintenance supplies - payment ( Purchased via Power Pass)	\$ 2,374.30
3/11/2023	EFT-02350	Classic Hire	Generator Hire for Hired Bowsers	\$ 4,576.00
3/11/2023	EFT-02350	DCM Services	Air Conditioning Maintenance Oct 23	\$ 990.00
3/11/2023	EFT-02350	Eco Spill	Ecosweep 10kg bags x 70	\$ 2,307.80
3/11/2023	EFT-02350	Ecolo WA	Relocation and set up Odour Pods	\$ 3,389.10
3/11/2023	EFT-02350	EMRC	CCA bin to EMRC 4.20T @\$169	\$ 745.50
3/11/2023	EFT-02350	Envirocare Systems	Hygiene services -Oct 23	\$ 732.93
3/11/2023	EFT-02350	Fueifix P/L	2 X Hired Fuel Bowsers October 23	\$ 2,971.56
3/11/2023	EFT-02350	Great Southern Fuel Supplies	Payment for Diesel supply -10 Oct 23	\$ 14,482.16
3/11/2023	EFT-02350	Great Southern Fuel Supplies	Payment for Diesel supply -18 Oct 23	\$ 14,076.59
3/11/2023	EFT-02350	High Tech Maintenance	Repairs for Gearbox PL110, Skid steer PL135 and TAG Site Radio	\$ 10,374.10
3/11/2023	EFT-02350	Komatsu Australia	Urgent call out Machine start - up Plant 133	\$ 2,058.28
3/11/2023	EFT-02350	NAPA Parts	Battery Terminal end entry saddle - Workshop	\$ 366.30
3/11/2023	EFT-02350	Natural Area Management & Services	Native Sedges	\$ 575.52
3/11/2023	EFT-02350	Nutrien Water Joondalup ( Total Eden P/L)	Tee Metric 25mm Female	\$ 190.69
3/11/2023	EFT-02350	Oceanside Power & Communications	Electrical work to relocate TAG demountables	\$ 10,089.13
3/11/2023	EFT-02350	Olivers Lawn & Landscaping Pty Ltd	Lawn mowing service - Oct 23	\$ 225.00
3/11/2023	EFT-02350	Robert Walters Pty Ltd	Contract Labour week ending - 15 Oct 23	\$ 1,611.90
3/11/2023	EFT-02350	SafeWork Laboratories Pty Ltd	Pre Employment Medical and Drug & Alcohol Testing 17 Oct 23	\$ 1,263.79
3/11/2023	EFT-02350	Senversa Pty Ltd	DWER CSB Auditor Services	\$ 14,058.00
3/11/2023	EFT-02350	Spectur Ltd	CCTV - 17 Oct - 16 Nov 23	\$ 3,300.00
3/11/2023	EFT-02350	Telstra	Telephone bills - 14 Oct 23-13 Nov 23	\$ 854.25
3/11/2023	EFT-02350	Total Green Recycling Pty Ltd	EWaste Recycling 13 Oct 23	\$ 2,044.87
3/11/2023	EFT-02350	Trade West Industrial Supplies	PPE for Site	\$ 42.46
3/11/2023	EFT-02350	Tree Amigos Tree Surgeons	Tree Lopping at admin building	\$ 5,132.16
3/11/2023	EFT-02350	Trident Signs Pty Ltd	Diesel Bowsers stickers and Landfill Magnetic signs	\$ 500.00
3/11/2023	EFT-02350	Tyrecycle P/L	Disposal of Tyres 18 Oct 23	\$ 1,250.73
3/11/2023	EFT-02350	Volco Minerals Pty Ltd	20 tonne of Granular Zeolite	\$ 19,580.00
3/11/2023	EFT-02350	Waterchem Australia P/L	10 x 20L EcoSorb	\$ 14,630.00
3/11/2023	EFT-02350	Western Tree Recyclers	Weekly MRC Greens Recycled 04-10 Sept 23	\$ 1,544.60
3/11/2023	EFT-02350	Wormald	Fire Panel Inspection and Test Oct 23	\$ 59.65
3/11/2023	EFT-02350	Wren Oil	Disposal of Oil 18 Oct 23	\$ 16.50
10/11/2023	EFT-02351	Ampol Australia Petroleum Pty Ltd	Fuel Oct 23 ( See the schedule attached)	\$ 1,716.19
10/11/2023	EFT-02351	Australian Institute of Management	Supervisor Course	\$ 1,382.00
10/11/2023	EFT-02351	City of Joondalup	Rent/Lease Dec 23	\$ 14,270.97
10/11/2023	EFT-02351	City of Stirling	Rent/Lease Nov 23	\$ 28,541.95
10/11/2023	EFT-02351	City of Vincent	Rent/Lease Nov 23	\$ 7,135.49
10/11/2023	EFT-02351	City of Wanneroo	Rent/Lease Nov 23	\$ 14,270.97
10/11/2023	EFT-02351	CT Irrigation	Purchase of Lowara pump	\$ 7,038.12
10/11/2023	EFT-02351	Elizabeth Re	Taxi fees -WALGA Waste Conference	\$ 201.31
10/11/2023	EFT-02351	Nearmap Australia Pty Ltd	Monitoring Program Subscription	\$ 8,151.00
10/11/2023	EFT-02351	Plants & Garden Rentals	Office Plant Nov 23	\$ 330.00
10/11/2023	EFT-02351	Reece Vellios	DNS Made Easy Hosting Services	\$ 355.50
10/11/2023	EFT-02351	Robert Walters Pty Ltd	Contract Labour week ending 17 Sept, 1,22,29 Oct 23	\$ 5,336.38
10/11/2023	EFT-02351	SEEK Limited	Plant Operator Recruitment	\$ 401.50
10/11/2023	EFT-02351	SLR Consulting Australia Pty Ltd	Gas monitoring	\$ 14,454.00
10/11/2023	EFT-02351	Talis Consultants P/L	Consultancy Services	\$ 15,529.80
10/11/2023	EFT-02351	Town of Victoria Park	Rent/Lease - Nov 23	\$ 7,135.48
10/11/2023	EFT-02351	Trident Signs Pty Ltd	Diesel Bowsers Stickers & Magnetic Sign	\$ 50.00
10/11/2023	EFT-02351	Tutt Bryant Equipment WA	PL135 - 7750 hr service	\$ 3,306.73
10/11/2023	EFT-02351	Western Tree Recyclers	Weekly MRC Greens Recycled 11-17 Sept 23	\$ 969.12
10/11/2023	EFT-02351	Wren Oil	Oil Waste Disposal 22 & 29 Sept 23	\$ 33.00
17/11/2023	EFT-02352	A & G Wines Plumbing	Plumbing works - 24 Oct 23	\$ 439.01
17/11/2023	EFT-02352	Air-Met Scientific Pty Ltd	Workshop Gas monitoring calibration	\$ 550.00
17/11/2023	EFT-02352	All 4 People Pty Ltd	Contract Labour - 12 Oct 23	\$ 854.26
17/11/2023	EFT-02352	All Fence U Rent P/L	Temporary Fencing - RRF Rental 26 Sept - 26 Oct 23	\$ 165.00
17/11/2023	EFT-02352	BOQ Finance (Aust) Limited	Printers Rental Nov 23	\$ 421.53
17/11/2023	EFT-02352	Bunnings	Workshop consumables	\$ 144.53
17/11/2023	EFT-02352	Catalina Regional Council	Joint Consultancy MRC and CRC (50% Contribution)	\$ 8,800.00
17/11/2023	EFT-02352	Cleanaway Operations Pty Ltd	Co Mingled Waste Oct 23	\$ 103.48
17/11/2023	EFT-02352	Command A Com	Telephone Expenses-new ext set up	\$ 115.50
17/11/2023	EFT-02352	CT Irrigation	Reticulation Supplies	\$ 150.97
17/11/2023	EFT-02352	Datacom Systems (AU) Pty Ltd	Mic. Office Prof Plus Lic Nov 23-Oct 24 & Other Software Licence.	\$ 14,935.42
17/11/2023	EFT-02352	Ecolo WA	Relocation and set up Odour Pods	\$ 770.00

Date	Document No.	Vendor Name	Description	Amount
17/11/2023	EFT-02352	Flick Anticimex P/L	Weekly Cockroach & Rodent service	\$ 327.42
17/11/2023	EFT-02352	Great Southern Fuel Supplies	Diesel 23 Oct 23	\$ 14,741.65
17/11/2023	EFT-02352	Hosemart	40pm Hose adaptor and Stainless steel bush	\$ 177.32
17/11/2023	EFT-02352	Michael Page International P/L	Contract Labour week ending 17 Sept, 22 Oct & 5 Nov 23	\$ 8,819.49
17/11/2023	EFT-02352	Monika Kern	Spectacles Allowance	\$ 181.15
17/11/2023	EFT-02352	NAPA Parts	Gas Strut	\$ 289.00
17/11/2023	EFT-02352	Oceanside Power & Communications	TAG electrical work - move power socket	\$ 275.00
17/11/2023	EFT-02352	Pirtek (Malaga) Pty Ltd	Bobcat Hose Assembly and Repair	\$ 4,587.44
17/11/2023	EFT-02352	PRC Building Services Pty Ltd	Repairs to damaged cladding at RRF	\$ 69,260.84
17/11/2023	EFT-02352	Relationships Australia	EAP-Intake and Assessment & Counselling	\$ 374.00
17/11/2023	EFT-02352	SafeWork Laboratories Pty Ltd	D & A testing 17 Oct 23	\$ 2.20
17/11/2023	EFT-02352	Security Specialists Australia Pty Ltd	Cash Collection Sep 23	\$ 139.66
17/11/2023	EFT-02352	Signs & Lines	Service and repair to digital screen safety sign	\$ 2,845.92
17/11/2023	EFT-02352	Synergy	Electricity 28 Sept 23-26 Oct 23	\$ 8,345.22
17/11/2023	EFT-02352	Telstra	Services & equipment rental Nov 23	\$ 1,210.00
17/11/2023	EFT-02352	Total Green Recycling Pty Ltd	E-Waste Recycling 20 Oct 23	\$ 862.70
17/11/2023	EFT-02352	Trade West Industrial Supplies	PPE/Uniform	\$ 4,970.32
17/11/2023	EFT-02352	Trade West Industrial Supplies	Gum Boots	\$ 85.25
17/11/2023	EFT-02352	Traffic Equipment Australia	Speed Radar Signs	\$ 12,427.80
17/11/2023	EFT-02352	Tutt Bryant Equipment WA	4000 hr Service Plant 135	\$ 13,825.94
17/11/2023	EFT-02352	Tyrecycle P/L	Disposal of Tyres 25 Oct 23	\$ 1,405.55
17/11/2023	EFT-02352	Vertical Telecoms Pty Ltd	Vertical Telecom RRF Antennas	\$ 1,646.19
17/11/2023	EFT-02352	Western Tree Recyclers	Weekly MRC Greens Recycled - 16-22 Oct 23	\$ 1,501.85
17/11/2023	EFT-02352	Western Tree Recyclers	Weekly MRC Greens Recycled Sept 23	\$ 734.66
17/11/2023	EFT-02352	Western Tree Recyclers	Weekly MRC Greens Recycled Aug 23	\$ 178.64
17/11/2023	EFT-02352	Western Tree Recyclers	Weekly MRC Greens Recycled 2 Oct 23	\$ 896.71
17/11/2023	EFT-02352	Winc Australia P/L	Stationery and Printing	\$ 495.35
17/11/2023	EFT-02352	Wormald	Monthly Site Fire Equipment Inspection and Servicing	\$ 1,489.40
17/11/2023	EFT-02352	Wren Oil	Oil Waste Disposal 24 Oct 23	\$ 16.50
24/11/2023	EFT-02353	All 4 People Pty Ltd	Contract Labour Week ending 19, 27 Oct; 3 Nov 23	\$ 14,677.67
24/11/2023	EFT-02353	Australian Services Union	Union Fees	\$ 53.00
24/11/2023	EFT-02353	Banhams WA Pty Ltd	Oct 2023 - RRF Monthly Fire System Maintenance	\$ 578.79
24/11/2023	EFT-02353	BOC Limited	Dissolved Acetylene 28 Sept-28 Oct 23	\$ 12.93
24/11/2023	EFT-02353	BOC Limited	Gas Cylinder Hire -Oct 23	\$ 589.45
24/11/2023	EFT-02353	ChekRite Asia Pacific Pty Ltd	Prof. Serv for Process Def. & Plan for Heavy Equip pre start	\$ 2,187.90
24/11/2023	EFT-02353	City of Perth	Rent/Lease Dec 23	\$ 7,135.49
24/11/2023	EFT-02353	Classic Hire	Hire of Generators for Bowsers Oct 23	\$ 3,993.00
24/11/2023	EFT-02353	Data#3	Mouse & Surface Docking Station	\$ 483.96
28/11/2023	EFT-02354	Elizabeth Re	Cr - Meeting Fees 01 Jul - 21 Oct 23	\$ 3,724.35
24/11/2023	EFT-02353	Flick Anticimex P/L	Rodent service Oct 23	\$ 163.70
28/11/2023	EFT-02354	Frank Cvitan	Cr - Meeting Fees 01 Jul - 21 Oct 23	\$ 3,724.35
24/11/2023	EFT-02353	Great Southern Fuel Supplies	Diesel 31 Oct 23	\$ 7,370.59
24/11/2023	EFT-02353	Gulf Hydraulics Australia Pty Ltd	Repair to RAM - PL135	\$ 8,382.00
24/11/2023	EFT-02353	Herbert Smith Freehills	Waste Services Proc Project -Consultancy up to 31 Oct 2023	\$ 20,144.30
24/11/2023	EFT-02353	High Tech Maintenance	Repairs to your Bomag Roller & Water Jet PL146	\$ 7,007.00
24/11/2023	EFT-02353	Instant Products Group	Toilet Hire/Clean/Restock for Oct 23	\$ 259.03
24/11/2023	EFT-02353	Iron Mountain Australia Pty Ltd	Storage Cartridge -Oct 23	\$ 45.24
28/11/2023	EFT-02354	Keri Shannon	Cr - Meeting Fees 01 Jul - 21 Oct 23	\$ 5,132.82
24/11/2023	EFT-02353	Kyocera Document Solutions	Photocopying Expenses-Oct 23	\$ 220.86
28/11/2023	EFT-02354	Lisa Thornton	Cr - Meeting Fees 01 Jul - 21 Oct 23	\$ 3,724.35
24/11/2023	EFT-02353	Michael Page International P/L	Contract Labour Week ending 29 Oct 23	\$ 2,725.62
24/11/2023	EFT-02353	NAPA Parts	Battery Terminal end entry saddle	\$ 36.10
24/11/2023	EFT-02353	North Star Security	Alarm Testing & Service Oct 23	\$ 2,220.90
24/11/2023	EFT-02353	Pirtek (Malaga) Pty Ltd	Replacement hose for PL135	\$ 1,040.38
24/11/2023	EFT-02353	Resource Hub Consulting Pty Ltd	Consultancy work for new Skidsteer Loader	\$ 2,851.20
24/11/2023	EFT-02353	Robert Walters Pty Ltd	Contract Labour Week ending 5 & 12 Nov 23	\$ 3,344.32
24/11/2023	EFT-02353	SafeWork Laboratories Pty Ltd	D & A Testing 30 Oct 23	\$ 3,151.67
24/11/2023	EFT-02353	SLR Consulting Australia Pty Ltd	Ambient Air & Gas Monitoring	\$ 26,230.00
24/11/2023	EFT-02353	Soft Landing	COS RCB Mattresses	\$ 22,737.00
24/11/2023	EFT-02353	Soft Landing	CoW Mattresses	\$ 46,076.80
24/11/2023	EFT-02353	Soft Landing	MRC Monthly Mattress Collection	\$ 9,075.00
24/11/2023	EFT-02353	Soft Landing	COS On Demand Mattresses	\$ 28,996.00
24/11/2023	EFT-02353	Synergy	Electricity Oct 23	\$ 31,845.38
24/11/2023	EFT-02353	T & C Couriers	Courier Expenses Oct 23	\$ 206.92
24/11/2023	EFT-02353	Talis Consultants P/L	Piggy Back & Leachate Pond Design and Consultancy Oct 23	\$ 12,012.83
24/11/2023	EFT-02353	Topnotch Roof Plumbing	Roof repairs to Recycling Shop	\$ 7,590.00
24/11/2023	EFT-02353	Total Green Recycling Pty Ltd	EWaste Recycling Oct 23	\$ 1,438.75
24/11/2023	EFT-02353	Town of Cambridge	Rent/Lease Dec 23	\$ 7,135.48
24/11/2023	EFT-02353	Tree Amigos Tree Surgeons	Arboricultural Services weekending 29 Oct 23	\$ 11,404.80
24/11/2023	EFT-02353	Tyrecycle P/L	Disposal of Tyres 11 Nov 23	\$ 1,201.99
24/11/2023	EFT-02353	Veolia Recycling & Recovery Pty Ltd	Removal of confidential Bin Oct 23	\$ 82.97
24/11/2023	EFT-02353	Western Tree Recyclers	CoJ Greens Handling	\$ 5,308.27
24/11/2023	EFT-02353	Western Tree Recyclers	CoP Greens Handling	\$ 730.84
24/11/2023	EFT-02353	Western Tree Recyclers	Weekly MRC Greens Recycled 23-28 Oct 23	\$ 434.48
24/11/2023	EFT-02353	Winc Australia P/L	Staff Amenities	\$ 197.56
24/11/2023	EFT-02353	Workpower Incorporated	Battery Rescue - Monthly Battery Recycling	\$ 2,317.15
3/11/2023	61	Payroll	Staff Payroll	\$ 112,161.33
17/11/2023	62	Payroll	Staff Payroll	\$ 114,279.55
<b>Total EFT Payments</b>				<b>\$ 1,001,275.37</b>

CBA Cheque No. 875-78

\$ 1,604.01

Electronic Payments:  
DP - 02285 to DP - 02301  
Inter-Account Transfers  
EFT- 02350 to EFT - 02353

\$ 10,609,024.74

\$ -

\$ 1,001,275.37

Grand Total

\$ 11,611,904.12

CERTIFICATE OF CHIEF EXECUTIVE OFFICER

This schedule of accounts which was passed for payment, covering vouchers as above which was submitted to each member of Council on 14 December, 2023 has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, computations, and costing and the amounts due for payment.

**Schedule of Payments for November 23**  
**Council Meeting - 14th December 23**  
**CBA Credit Card**

<b>Date</b>	<b>Payment to</b>	<b>Description</b>	<b>Amount</b>
27/10/2023	Aust. Refrigeration	Fridge Degassing Licence	249.00
31/10/2023	Company Director	Company Director Membership	660.00
1/11/2023	La Capanina	Strategic Working Group Event (Deposit)	506.99
2/11/2023	Rendezvous Scarborough	Strategic Working Group Event- Room rental (50% deposit)	389.62
18/11/2023	Caltex Neerabup	Fuel use for meeting	20.00
23/11/2023	Rendezvous Scarborough	Strategic Working Group Event - Room rental (50% final payment)	389.62
	<b>Total CBA Credit Card ending 7336</b>		<b>2,215.23</b>
25/10/2023	ASIC	ASIC Report for new vendor application	19.00
2/11/2023	Epic Catering	Meals for First Aid Training	150.00
5/11/2023	Find My Shift	Annual Licence	454.46
7/11/2023	Costco	Nespresso Mechine	634.09
7/11/2023	Nespresso	Staff Amenities - Coffee	43.60
8/11/2023	ASIC	ASIC Report for new vendor application	19.00
8/11/2023	Epic Catering	First Aid Training catering	130.00
9/11/2023	Coles	Staff Amenities - Coffee, Milk and Sugar	284.84
12/11/2023	Near Map	Refund - Near Map Subscription	(8,151)
20/11/2023	ASIC	ASIC Report for new vendor application	19.00
22/11/2023	SJDK Group	Name Plates	60.00
23/11/2023	Coles	Staff Amenities - Coffee, Milk and Sugar	224.40
	<b>Total CBA Credit Card ending 1546</b>		<b>(6,112.61)</b>
26/10/2023	Epic Catering	Staff Meeting Amenities	220.00
26/10/2023	Terry Truck Rental	Car Hire for Ford Ranger PL141 Service	2,625.71
26/10/2023	Woolworths	Staff Meeting Amenities	506.08
3/11/2023	Terry Truck Rental	Refund for Car Hire for Ford Ranger PL141 Service	(1,134.56)
4/11/2023	Sun City Car Spa	Car Service Ford Ranger PL141	22.20
9/11/2023	Qld Plastic	Chemjet Tree Injector	357.50
15/11/2023	Public Transport Authority	Public Transport to Attend IPWEA Training	10.30
20/11/2023	JB Hifi	Headsets for Staff Meetings - Operations	817.00
22/11/2023	Tony Aveling	Diploma in Leadership & Mgt Training	3,995.00
	<b>Total CBA Credit Card ending 2225</b>		<b>7,419.23</b>
	<b>Total CBA Credit Card Payments</b>		<b>3,521.85</b>

Schedule of Payments for November 23  
Council Meeting - 14th December 23  
Ampol Purchasing card

Date	Document No.	Description	Amount
4/10/2023	EFT-02351	Fuel	128.16
13/10/2023	EFT-02351	Fuel	108.58
13/10/2023	EFT-02351	Car Wash	25.00
26/10/2023	EFT-02351	Fuel	139.24
30/10/2023	EFT-02351	Fuel	84.64
	<b>Total Ampol Card for Rego 1938</b>		<b>485.62</b>
1/10/2023	EFT-02351	Fuel	66.15
20/10/2023	EFT-02351	Fuel	131.26
29/10/2023	EFT-02351	Fuel	96.44
	<b>Total Ampol Card for Rego 9808</b>		<b>293.85</b>
3/10/2023	EFT-02351	Fuel	171.64
5/10/2023	EFT-02351	Fuel	122.27
10/10/2023	EFT-02351	Fuel	133.47
13/10/2023	EFT-02351	Fuel	42.46
13/10/2023	EFT-02351	Fuel	121.66
17/10/2023	EFT-02351	Fuel	141.78
19/10/2023	EFT-02351	Fuel	103.89
21/10/2023	EFT-02351	Fuel	99.55
	<b>Total Ampol Card for Rego 2010</b>		<b>936.72</b>
<b>Total Ampol Purchase Card Payments</b>			<b>1,716.19</b>

**Schedule of Payments for November 23**  
**Council Meeting - 14th December 23**  
**Bunnings Power Pass**

<b>Date</b>	<b>Document No.</b>	<b>Description</b>	<b>Amount</b>
3/11/2023	EFT-02350	PVC & Poly Irrigation Supplies	75.36
3/11/2023	EFT-02350	Workshop Supplies	12.19
3/11/2023	EFT-02350	Workshop Supplies	110.95
3/11/2023	EFT-02350	Fly trap	128.31
	<b>Total for Card ending 614</b>		<b>326.81</b>
3/11/2023	EFT-02350	PVC & Poly Irrigation Supplies	184.83
3/11/2023	EFT-02350	Sandpack, cement, nails	1,600.03
3/11/2023	EFT-02350	Workshop supplies	262.63
17/11/2023	EFT-02352	Workshop and Irrigation Supplies	144.53
	<b>Total for Card ending 584</b>		<b>2,192.02</b>
	<b>Total Bunnings Power Pass Payments</b>		<b><u>2,518.83</u></b>

**Learning Horizons - Scoping Study Report October 2023**

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APPENDIX 3

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# Scoping Study Report

## October 2023

By Helen Hardcastle AM



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## Introduction

Catalina (formerly Tamala Park) Regional Council, in collaboration with Mindarie Regional Council, appointed Learning Horizons to undertake a scoping study and determine optimised collaboration and resource sharing opportunities for Catalina and Mindarie Regional Council. The key requirements of the study are to:

1. Identify options/opportunities for future collaboration and/or resource sharing between Catalina and Mindarie.
2. Identify the pros and cons (risks) of each Option.
3. List the process and timeframes that would be required (inc. legal, financial, etc.) to implement preferred/recommended Option/s.
4. Based on the above, recommend collaboration/resource sharing strategies that should be considered for implementation by Catalina and Mindarie.

This report is based primarily on desk top review and stakeholder feedback and has considered options at a strategic level to achieve efficiencies and maintain effectiveness.

## Catalina & Mindarie Regional Councils

A joint landholding was acquired by seven local governments in 1981 which was to ultimately be known as the Tamala Park development. The **Catalina (formerly Tamala Park) Regional Council** is the corporate entity representing the interests of those seven local governments in the urban development of 180 hectares of land in Perth's northern suburbs of Clarkson and Mindarie. The Council was established by proclamation in the Government Gazette on 3 February 2006.

The Catalina Regional Council has been established for the specific purpose of creating an urban development in the Tamala Park landholding. When the land is fully developed Catalina will have completed its Charter and will cease to exist.

Catalina was established:

- (a) To undertake, in accordance with the objectives, the rezoning, subdivision, development, marketing and sale of the Land; and
- (b) To carry out and do all other acts and things which are reasonably necessary for the bringing into effect of the matters referred to in paragraph (a) of this clause.

The Tamala Park Project is marketed as the Catalina Estate and, when complete, will comprise around 2,500 lots. The Satterley Property Group act as project managers and exclusive selling agents on Catalina's behalf.

The **Mindarie Regional Council** is one of the State's largest waste management authorities. Formed in 1981 when the Cities of Perth, Stirling and Wanneroo purchased land in Perth's

northern corridor that included a parcel of land deemed suitable for a landfill, now known as the Tamala Park Waste Management Facility (TPWMF). Mindarie was constituted as a regional council in 1988. The site is the primary waste management facility for approximately 750,000 residents.

Mindarie's primary role at the TPWMF is to manage and dispose of waste delivered to it by its member councils; these currently being: the Cities of Perth, Stirling, Joondalup, Vincent and Wanneroo and the Towns of Cambridge and Victoria Park, and to provide a community waste and recycling receive service for local residential and low volume waste commercial business entities.

The Tamala Park landfill opened in 1991 and at one stage was WA's largest landfill operation and is still regarded in the industry as a best practice facility.

As of August 2023, the TPWMF landfill has approximately 1 million cubic metres of capacity remaining and is currently leased from its member councils until 2032.

The Resource Recovery Facility (RRF) in Neerabup, opened in 2009, and changed the way waste was dealt with in the region with a significant portion of the household green wheelie bin waste now being processed and only the residue going to landfill. Mindarie has options to consider regarding expansion of their current business model incorporating landfill, recycling, expand to FOGO and review of a waste to energy project.

Mindarie is contracted to deliver waste to this facility until at least 2030. The Mindarie landfill closure date is dependent on member Councils' decisions (rate of infill and density).

The Vision/Mission statements for the two organisations are:

- Catalina: To create a sustainable urban community offering diverse housing choice, social connectivity, and employment opportunities.
- Mindarie: Vision: Collaborating for a regional Circular Economy. Mission: To deliver sustainable waste management options for members.

Catalina's Establishment Agreement has recently been reviewed. Mindarie's council recently adopted a new Strategic Community Plan which requires that a new Establishment Agreement be developed to allow it to provide a framework that has the potential for new waste management infrastructure options to be agreed by its member councils should they wish.

While the purposes of the organisations vary greatly, increasingly, the futures of the two neighbouring organisations are becoming more closely linked in time.

The Catalina project has a finite lifespan as the land available for development and sale will ultimately cease. Land sales have accelerated with 450 developed blocks remaining and should be sold within 18 months. Decisions with respect to developers on remaining blocks will need to be made coinciding with decisions on lifespan of the landfill and potential wider business model of Mindarie. The operation of the Tamala Park Waste Facility as an active tip facility is finite as the landfill site will eventually be filled to its capacity, dependent on

density and user decisions, the site will cease to operate, the land will be rehabilitated and used for alternate purposes. Whilst timing of sales, the proximity of the buffer, its future potential development as an urban site, and landfill life span has not been a critical issue in the past, the need for communication and collaboration is now evident. Whilst communication occurs the two separate governance structures inhibit transparent collaboration and discussion of both at a member Council level.

## Current Status

Catalina and Mindarie are both independent regional Local Government authorities that have been established and approved under State legislative instruments. The organisations are governed by Councils that are made up of membership from seven (7) metropolitan Local Government Authorities. Currently both organisations run independently, and have different Elected Member representation from each member Council and differing committee structures. The regional Councils report independently to their member Councils and it appears that the member Councils discuss issues for each organisation independently.

There has been sharing of information given the shared boundary on pertinent matters such as odour, ground water monitoring, dust management and operational matters as required. Communication appears sporadic given different member representation, independence together with differing purposes, strategic imperatives and key issues to address.

Catalina has traditionally been able to develop and sell land that is outside of restricted areas/buffer zones associated with the operation of the Tamala Park Waste Facility. There are approximately 660 lots left in Catalina Green and Catalina Beach with the council averaging selling 111 lots per annum over the life of the project. If Catalina is to achieve the development potential of its land, planning and approvals work for the development of Catalina Central (the area closest to the Tamala Park Waste Facility) will need to occur in the short/medium term.

The shared border with the buffer zone may impact on decisions of landfill and future development. Mindarie's operations impact on Catalina primarily through ground water contamination and odour. Whilst these are actively being monitored and addressed by Mindarie, as Catalina develops closer to Tamala Park Waste Facility these issues may become more pertinent as Catalina will not be able to achieve its Objectives without access to land that is currently impacted by Mindarie's operations. It is understood that the Department of Water and Environmental Regulation, as the TPWMF regulator, will prevent any development on this land for a number of years until such time as the facility's impact on the Catalina's adjacent environment is better understood.

Currently both Councils are at critical strategic decision points and resource intersections and as such consideration of a merger, sharing of resources, collaboration and sale of land are timely and important. The Councils share the buffer zone as a boundary and the nearby

landfill with potential impacts on development, lifespan and waste options. Catalina has a limited lifespan and moving towards the next development stage, within positive housing market conditions, whilst Mindarie is reviewing its historic business model and landfill lifespan to allow it the opportunity to provide future options for member councils. Both decisions are interdependent and need to be made by the same 'owners' and Councils with the understanding of potential impacts, intended and unintended consequences.

The tables below provide an outline of the current costs of maintaining the Catalina and Mindarie regional councils. There are some cost savings to be made in several options considered in this study.

**Catalina Regional Council  
Administration**

2022-2023

	Actual 2022-2023	Budget 2022-2023	Actual 2021-2022
<b>Income</b>	1,277,146	913,365	322,628
<b>Expenses</b>			
Materials & Contracts	(263,554)	(380,310)	(255,957)
Governance - Councillors	(166,809)	(171,255)	(157,340)
Employee Costs*	(671,118)	(737,937)	(532,794)
General Administration Costs	(68,292)	(73,714)	(63,668)
<b>Total Operating Expenses</b>	<b>(1,169,773)</b>	<b>(1,363,216)</b>	<b>(1,009,759)</b>

Note: \* CEO and 3 FTEs.

**Mindarie Regional Council  
Administration**

Budget 2023-2024

	FTEs	Salaries Budget 2023-2024	Projected Total Expenditure To 30/06/2024
CEO division	6	1,093,815	2,316,621
Corporate Services	8.4	1,301,980	3,314,286
Operations Services	21.4	3,140,885	31,254,517
Recycling (leased out)	0	0	607,575
<b>Total Expenses</b>	<b>35.8</b>	<b>5,536,680</b>	<b>37,492,999</b>

Note: All expenditure (excluding Operations Services which are recouped as gate fees) is a recoup/charge to Member Councils.

## Methodology

Learning Horizons worked with the staff of each council to review the relevant documentation to enable the gathering of research background and context for both organisations including establishment agreements, relevant legislation, operating models, and financial summaries.

Initially a number of options were explored with stakeholders which led to feedback being sorted against the following options:

1. Merge into one regional council.
2. Sell remaining land, except the buffer, and gift buffer to Mindarie.
3. Remain as is. Conduct all business support within a member council utilising that council's workforce.
4. Remain as is. Share further resources between Catalina and Mindarie.
5. Maintain existing organisations, no change.

For each option, consideration was given to the benefits, risks, opportunities, efficiency/effectiveness/gain, and process/timelines. A preferred option recommendation was based upon a majority of stakeholder feedback and the understanding of future member Council decisions.

Learning Horizons, through interviews and discussions, obtained feedback from the following stakeholders:

- Catalina CEO
- Mindarie CEO
- Council Chairs (both)
- Deputy Chairs (both)
- Selected Councillors
- Selection of Mayors and CEOs of member councils
- Staff of both Catalina and Mindarie

## Options Explored

1. Merge into one regional council.
2. Sell remaining land, except CRC buffer, and gift buffer to MRC.
3. Remain as is. Conduct all business within a member council utilising that council's workforce.
4. Remain as is. Share some resources between CRC and MRC.
5. Maintain existing organisations.

## STAKEHOLDER FEEDBACK

OPTION	BENEFITS	RISKS	EFFICIENCY/EFFECTIVENESS/GAIN	PROCESS/TIMELINES
<p><u>Option 1</u> Merge into one regional Council</p>	<p>One governing body on behalf of member councils making strategic decisions on shared land and boundaries.</p> <p>Both Councils are reviewing business models and decisions that are interdependent given same membership.</p> <p>Reduction of overheads and streamlined information, resource sharing, including governance, skills, licenses, equipment, water extractors.</p>	<p>Each regional council have a different purpose and skill set - merging may hinder operational decision-making and focus.</p> <p>Requires members to agree.</p> <p>Commercial work and decisions would need to be independent.</p> <p>Legislative and legal implications</p>	<p>One council and governance model representing ownership ensuring shared decisions.</p> <p>Shared land border and area alignment.</p> <p>Reduction of overheads and ability to share resources and skills rather than duplication of functions.</p> <p>Mindarie is required to develop a new establishment agreement given time and changing business model and as such could merge Catalina under Mindarie before review.</p> <p>Cost savings approx. \$1.2 million.</p>	<p>Consider closing Catalina and merge the project under Mindarie.</p> <p>Need legal advice and change in legislation and establishment agreement.</p> <p>Approximately two-to-three-year process.</p>
<p><u>Option 2</u> Sell remaining land, excepting the buffer of Catalina Post-sale gift buffer to Mindarie</p>	<p>Regional Councils remain the same until closure of Catalina and transfer of buffer the same.</p> <p>Commercial sale of land at peak of land sale cycle.</p> <p>One governing body with single focus on waste management opportunities</p>	<p>Requires members to agree to sale.</p> <p>Legal impediments to sale given the current agreements.</p>	<p>One Council with a single purpose.</p> <p>Cost savings approx. \$1.2 million.</p>	<p>Finalise land lots being developed, sell remaining land.</p> <p>Transfer buffer to Mindarie 2+ years.</p> <p>Review business model and establishment agreement of Mindarie.</p> <p>Consider a subsidiary model or a Commercial Enterprise to</p>

	<p>and consideration of landfill impacts.</p> <p>No legislative changes</p>			<p>continue the business of Mindarie and resource sharing with a member council.</p> <p>Dependent on sale, approximately 18-24 months.</p> <p>Would need legal advice on transferring the buffer.</p>
<p><u>Option 3</u> Remain as is. Conduct all or part of business functions within a member council utilising that council's workforce.</p>	<p>Efficient use of resources with ability to attract different level of skill set.</p> <p>Catalina seen as an efficient business model.</p>		<p>Cost savings dependent on charge of service</p>	<p>In effect this would also be a consideration post result of option 1 or 2 and post a review of business model of Mindarie.</p>
<p><u>Option 4</u> Remain as is. Share some resources between Catalina and Mindarie.</p>	<p>Small benefit given Catalina currently insources from member Council.</p> <p>Resource sharing to include skills, equipment, water extractors, licenses.</p>	<p>Two governing councils remain with potential impacts on decisions. Need to share information across two governing Councils.</p> <p>Commercial business would need to separated.</p>	<p>Cost savings approx. \$0.7 million and limited.</p>	<p>Immediate review of resources</p>
<p><u>Option5</u> Maintain existing organisations.</p>	<p>No change required</p>	<p>Overheads will remain same.</p> <p>Two governing bodies making independent</p>	<p>No savings</p>	<p>No change</p>

		<p>decisions.</p> <p>Increasing pressure for small organisations to attract skilled staff.</p> <p>Catalina seen as a good business model with the possibility of expanding the business of land and property development.</p>		
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## Stakeholder Recommendations

Whilst each member Council holds differing views, all appreciated that the current governance structures were overly complex which could not be addressed given the current legislation and structures of the regional council model.

Option 2 is the preferred model from a stakeholder perspective. Option 1 next preferred.

### Benefits & Gains

Merging into one regional council would be strategically beneficial given the shared ownership of member councils, land and boundaries. Removal of duplication of functions at a governance level would invariably bring about efficiencies through reduction of overheads, resource and skills sharing. However, given legal and statutory constraints this could take up to two years to realise such benefits.

Similarly, the sale of the remaining land, gifting the buffer area to Mindarie and cessation of Catalina would retain one governing body with a single focus on general waste management, landfill management and environmental management of the site without the need for legislative changes. Again, there are efficiencies gained through reduction of overheads, resource and skills sharing. The waste management under Mindarie council could consider investigating further the potential of developing a subsidiary or commercial enterprise model with a commercial or CEO board.

There is some benefit from continuing as separate regional councils and either having all or part of the business functions within a member council, or sharing some resources such as skills, equipment, water extractors and licenses for example. Maintaining the status quo would have the benefit of requiring no change to the existing regional councils and their business models.

### Risks - Impediments to Change

There are legislative and legal implications and impediments to consider for a merger and with the transfer of the buffer and the limitations under respective establishment agreements.

There are currently seven member councils for each and it can be challenging to find consensus. For example, Mindarie's exploration of further waste options through a broadened business model is not fully supported from the feedback received from the stakeholders contacted within all seven members.

The timeliness of any significant strategic changes would need to be considered in terms of efficiencies, given the short timescale that appears to remain for Catalina's land development operations.

Any other options which suggest in-sourcing skill/resource requirements for Mindarie from larger member council, and possibly two councils, should consider the different objectives and need to share information.

Consideration could be for an option to close both councils, given governance and constrained decision making, and develop either a subsidiary with a commercial or CEO Board (Rivers Regional Councils are an example) or develop an alliance model of opt-in or opt-out projects run by one council. Both these would be challenging given the shared land.

### Preferred Approach

Given the seven member councils having different views, considerations and capacity, the easiest option is to eliminate regional councils and develop partnerships and alliances. However, the land ownership would be challenging and hence the sale of Catalina land would be worthwhile exploring first or a merger. Then, the need for a regional council could be reviewed or a subsidiary or voluntary partnership model considered.

Given the context, timing and stakeholder views, it is appropriate to first explore Catalina sale and gifting the buffer to Mindarie. It will be important to review the business model of Mindarie, consideration of resource sharing from a member Council and review the need for a regional Council or subsidiary, commercial enterprise or alliance model.

With the review of the business model, and in line with the review of the Establishment Agreement, it will be important to consider opt in/opt out of future waste projects. Consideration of resource sharing with a member Council would further improve efficiencies given the current workforce market constraints.