

WESTERN METROPOLITAN REGIONAL COUNCIL
FINANCIAL REPORT
FOR THE YEAR TO DATE ENDED 31 MARCH 2026
LOCAL GOVERNMENT ACT 1995

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The Western Metropolitan Regional Council conducts the operations of a local government with the following community vision:

A world where waste and its impact on the environment is minimised.

**WESTERN METROPOLITAN REGIONAL COUNCIL
STATEMENT OF COMPREHENSIVE INCOME BY NATURE
FOR THE YEAR TO DATE ENDED 31 MARCH 2026**

	2025-26 Original Year Budget	2025-26 Amended Year Budget	2025-26 Amended YTD Budget	2025-26 YTD Actual
	\$	\$	\$	\$
Revenue				
Operating grants, subsidies and contributions	2,272,217	2,266,056	1,699,640	1,699,640
Fees and charges	10,355,383	11,279,963	8,459,973	8,554,326
Interest earnings	75,000	57,000	42,750	36,362
Other income	73,200	51,164	38,376	62,694
Profit on disposal of assets	35,000	35,500	35,500	35,500
	12,810,800	13,689,683	10,276,239	10,388,522
Expenses				
Employee costs	(2,619,794)	(2,620,800)	(1,965,600)	(2,004,965)
Materials and contracts	(8,850,797)	(9,746,706)	(7,310,025)	(7,391,920)
Utility charges	(33,949)	(16,510)	(12,384)	(19,387)
Depreciation and amortisation	(372,550)	(301,600)	(212,240)	(226,522)
Interest Expenses	(46,381)	(30,956)	(15,779)	(15,884)
Insurance	(205,114)	(195,480)	(146,610)	(146,608)
Other expenses	(179,768)	(177,333)	(133,002)	(139,589)
Loss on asset disposals	0	0	0	0
	(12,308,353)	(13,089,385)	(9,795,640)	(9,944,876)
Net result for the period	502,447	600,298	480,599	443,646
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or</i>	0		0	0
Total other comprehensive income for the period	0	0	0	0
Total comprehensive income for the period	502,447	600,298	480,599	443,646

This statement is to be read in conjunction with the accompanying notes.

WESTERN METROPOLITAN REGIONAL COUNCIL

STATEMENT OF FINANCIAL POSITION

AT 31 MARCH 2026

	30-Jun-25 Actual	2025-26 YTD Actual
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	1,858,229	629,233
Term Deposits	-	1,650,000
Trade and other receivables	1,110,356	1,449,712
Other current assets	25,885	61,509
Total current assets	2,994,470	3,790,454
NON-CURRENT ASSETS		
Property, plant & equipment	1,685,793	2,034,401
Infrastructure	832,523	1,679,142
Right -of-use assets	75,431	45,746
Total non-current assets	2,593,747	3,759,289
TOTAL ASSETS	5,588,217	7,549,743
CURRENT LIABILITIES		
Trade and other payables	1,131,863	1,436,179
Lease liabilities	40,387	10,437
Loan liabilities	-	60,146
Employee related provisions	75,386	53,446
Other current liabilities	-	581,417
Total current liabilities	1,247,636	2,141,626
NON-CURRENT LIABILITIES		
Lease liabilities	1,999	-
Loan liabilities	-	642,850
Employee related provisions	83,341	55,802
Total non-current liabilities	85,340	698,652
TOTAL LIABILITIES	1,332,976	2,840,277
NET ASSETS	4,255,241	4,709,465
EQUITY		
Reserve accounts	1,362,160	1,362,160
Retained surplus	2,584,016	3,038,240
Revaluation surplus	309,065	309,065
TOTAL EQUITY	4,255,241	4,709,465

**WESTERN METROPOLITAN REGIONAL COUNCIL
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR TO DATE ENDED 31 MARCH 2026**

OPERATING ACTIVITIES	NOTE	2025-26	2025-26	2025-26	2025-26	Variance	Variance	Explanation of Variance
		Original Year Budget	Amended Year Budget	Amended YTD Budget	YTD Actual			
		\$	\$	\$	\$	\$	%	
Revenue from operating activities								
Operating grants, subsidies and contributions		2,272,217	2,266,056	1,699,640	1,699,640	0	0.0%	
Fees and charges		10,355,383	11,279,963	8,459,973	8,554,326	94,353	1.1%	Higher FOGO, General Waste and Bulk Waste revenue than budgeted
Interest revenue		75,000	57,000	42,750	36,362	(6,388)	-14.9%	
Other revenue		73,200	51,164	38,376	62,694	24,318	63.4%	Handling Fee (Green & Recycling) and Rebate - Metal higher than budget
Profit on asset disposals		35,000	35,500	35,500	35,500	0	0.0%	
		12,810,800	13,689,683	10,276,239	10,388,522	112,284		
Expenditure from operating activities								
Employee costs		(2,619,794)	(2,620,800)	(1,965,600)	(2,004,965)	(39,365)	2.0%	Redundancy Cost
Materials and contracts		(8,850,797)	(9,746,706)	(7,310,025)	(7,391,920)	(81,895)	1.1%	Higher volumes as reflected in higher sales revenue
Utility charges		(33,949)	(16,510)	(12,384)	(19,387)	(7,003)	56.6%	
Depreciation		(372,550)	(301,600)	(212,240)	(226,522)	(14,282)	6.7%	
Finance costs		(46,381)	(30,956)	(15,779)	(15,884)	(105)	0.7%	
Insurance		(205,114)	(195,480)	(146,610)	(146,608)	2	0.0%	
Other expenditure		(179,768)	(177,333)	(133,002)	(139,589)	(6,587)	5.0%	
Loss on asset disposals		0	0	0	0	0	0.0%	
		(12,308,353)	(13,089,385)	(9,795,640)	(9,944,876)	(149,236)		
Non-cash amounts excluded from operating activities		337,550	266,100	176,740	170,771	(5,969)		
Amount attributable to operating activities		839,997	866,398	657,339	614,417	(42,921)		
INVESTING ACTIVITIES								
Inflows from investing activities								
Proceeds from disposal of assets		35,000	35,500	35,500	35,500	0		
Financial assets at amortised - self supporting loans		750,000	750,000	750,000	750,000	0		
		785,000	785,500	785,500	785,500	0		
Outflows from investing activities								
Payments for property, plant and equipment		(1,035,000)	(1,151,473)	(1,151,473)	(1,151,473)	(0)	0.0%	
Payments for construction of infrastructure		(360,000)	(294,655)	(294,655)	(307,613)	(12,958)	4.4%	
		(1,395,000)	(1,446,128)	(1,446,128)	(1,459,086)	(12,958)		
Non-cash amounts excluded from investing activities		0	0	0	0	0		
Amount attributable to investing activities		(610,000)	(660,628)	(660,628)	(673,586)	(12,958)		
FINANCING ACTIVITIES								
Transfers from reserve accounts		2,389,462	700,894	0	0	0		
		2,389,462	700,894	0	0	0		
Outflows from financing activities								
Payments for principal portion of lease liabilities		(48,504)	(42,883)	(32,336)	(32,336)	0		
Repayment of borrowings		(90,530)	(90,530)	(47,004)	(47,004)	0		
Transfers to reserve accounts		(987,997)	(987,997)	(131,848)	(65,924)	65,924		
		(1,127,031)	(1,121,410)	(211,188)	(145,264)	65,924		
Amount attributable to financing activities		1,262,431	(420,516)	(211,188)	(145,264)	65,924		
MOVEMENT IN SURPLUS OR DEFICIT								
Surplus or deficit at the start of the financial year		172,673	441,393	441,393	441,393	0		
Amount attributable to operating activities		839,997	866,398	657,339	614,417	(42,921)		
Amount attributable to investing activities		(610,000)	(660,628)	(660,628)	(673,586)	(12,958)		
Amount attributable to financing activities		(402,031)	(420,516)	(211,188)	(145,264)	65,924		
Surplus or deficit at the end of the financial year		639	226,647	226,916	236,960	10,044		

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Note

**WESTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR TO DATE ENDED 31 MARCH 2026**

3. NET CURRENT ASSETS

	2025-26 Original Year Budget	2025-26 Amended Year Budget	2025-26 YTD Actual
(a) Composition of estimated net current assets			
	\$		\$
Current assets			
Cash and cash equivalents	1,858,229	2,033,808	2,279,233
Trade and other receivables	1,110,356	1,032,764	1,449,712
Other current assets	25,885	25,885	61,509
	<u>2,994,470</u>	<u>3,092,457</u>	<u>3,790,454</u>
Less: current liabilities			
Trade and other payables	(1,131,863)	(409,898)	(1,436,179)
Lease liabilities	(40,387)	0	(10,437)
Loan liabilities	0	0	(60,146)
Employee related provisions	(75,386)	(48,000)	(53,446)
Other current liabilities	0	(650,000)	(581,417)
	<u>(1,247,636)</u>	<u>(1,107,898)</u>	<u>(2,141,626)</u>
Net current assets	<u>1,746,834</u>	<u>1,984,559</u>	<u>1,648,828</u>
Less: Total adjustments to net current assets	<u>(1,402,547)</u>	<u>(1,757,913)</u>	<u>(1,411,869)</u>
Net current assets used in the Statement of Financial Activity	<u>639</u>	<u>226,646</u>	<u>236,959</u>
EXPLANATION OF DIFFERENCE IN NET CURRENT ASSETS AND SURPLUS/(DEFICIT)			
(b) Non-cash amounts excluded from operating activities			
Adjustments to operating activities			
Less: Profit on asset disposals	(35,000)	(35,500)	(35,500)
Add: Depreciation	372,550	301,600	226,522
Non-cash movements in non-current assets and liabilities:			
- Employee provisions	54,635	48,000	55,802
Non cash amounts excluded from operating activities	<u>392,185</u>	<u>314,100</u>	<u>246,827</u>
(c) Current assets and liabilities excluded from budgeted deficiency			
Adjustments to net current assets			
Less: Cash - reserve accounts	1,362,160	(1,649,263)	(1,362,160)
- Current portion of borrowings		(60,146)	(60,146)
- Current portion of lease liabilities	40,387	(48,504)	10,437
Total adjustments to net current assets	<u>1,402,547</u>	<u>(1,757,913)</u>	<u>(1,411,869)</u>

WESTERN METROPOLITAN REGIONAL COUNCIL
4. CASH AND INVESTMENTS
AT 31 MARCH 2026

	30-Jun-25	31-Mar-26
	Actual	Actual
Unrestricted Cash		
Commonwealth Bank Account and Petty Cash	1,858,229	629,233
Term Deposits		
<i>Investment 26</i>	400,000	400,000
<i>Investment 27</i>	400,000	500,000
<i>Investment 28</i>	-	
<i>Investment 30</i>	-	
<i>Investment 31</i>	-	750,000
	800,000	1,650,000
Reserves - Cash Backed		
<i>Operations Reserve</i>	188,727	188,727
<i>Asset Replacement Reserve</i>	371,211	371,211
<i>Development Reserve</i>	802,222	802,222
	1,362,160	1,362,160

WESTERN METROPOLITAN REGIONAL COUNCIL
5. CAPITAL PURCHASES
AT 31 MARCH 2026

	2025-26	31-Mar-26
	Year	
Additions	Budget	Actual
Property, plant & equipment		
Year budget	1,035,000	
Mandalay new payment equipment and system		13,404
Hitachi Loader		134,399
Motor Oil tank		8,374
Prime Mover		122,236
CCTV		36,564
Ops Manager Vehicle		36,377
Concept Redvelopment Plan		143,910
Staff Accomodation		33,211
Trailors x 2		622,998
	1,035,000	1,151,473
Infrastructure		
Year budget	360,000	
WIP- RC development Project		307,613
	360,000	307,613
Total	1,395,000	1,459,086
Disposals		
Property, plant & equipment		
Year budget	35,000	35,500
	35,000	35,500
Infrastructure		
Year budget	-	-
	-	-
Proceeds	35,000	35,500

WESTERN METROPOLITAN REGIONAL COUNCIL
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LOCAL GOVERNMENT ACT 1995

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The Western Metropolitan Regional Council conducts the operations of a local government with the following community vision:

A world where waste and its impact on the environment is minimised.

**WESTERN METROPOLITAN REGIONAL COUNCIL
STATEMENT OF COMPREHENSIVE INCOME BY NATURE
FOR THE YEAR TO DATE ENDED 30 APRIL 2026**

	2025-26 Original Year Budget	2025-26 Amended Year Budget	2025-26 Amended YTD Budget	2025-26 YTD Actual
	\$	\$	\$	\$
Revenue				
Operating grants, subsidies and contributions	2,272,217	2,266,056	1,888,445	1,882,953
Fees and charges	10,355,383	11,279,963	9,399,970	9,492,384
Interest earnings	75,000	57,000	47,500	38,977
Other income	73,200	51,164	42,640	71,326
Profit on disposal of assets	35,000	35,500	35,500	35,500
	12,810,800	13,689,683	11,414,055	11,521,138
Expenses				
Employee costs	(2,619,794)	(2,620,800)	(2,184,000)	(2,204,005)
Materials and contracts	(8,850,797)	(9,746,706)	(8,122,250)	(8,202,013)
Utility charges	(33,949)	(16,510)	(13,760)	(21,090)
Depreciation and amortisation	(372,550)	(301,600)	(242,039)	(252,072)
Interest Expenses	(46,381)	(30,956)	(15,880)	(15,930)
Insurance	(205,114)	(195,480)	(162,900)	(162,897)
Other expenses	(179,768)	(177,333)	(147,780)	(139,619)
Loss on asset disposals	0	0	0	0
	(12,308,353)	(13,089,385)	(10,888,609)	(10,997,625)
Net result for the period	502,447	600,298	525,446	523,514
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or</i>	0		0	0
Total other comprehensive income for the period	0	0	0	0
Total comprehensive income for the period	502,447	600,298	525,446	523,514

This statement is to be read in conjunction with the accompanying notes.

WESTERN METROPOLITAN REGIONAL COUNCIL

STATEMENT OF FINANCIAL POSITION

AT 30 APRIL 2026

	30-Jun-25 Actual	2025-26 YTD Actual
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	1,858,229	739,628
Term Deposits	-	1,650,000
Trade and other receivables	1,110,356	1,397,591
Other current assets	25,885	44,345
Total current assets	2,994,470	3,831,564
NON-CURRENT ASSETS		
Property, plant & equipment	1,685,793	2,021,374
Infrastructure	832,523	1,685,119
Right -of-use assets	75,431	42,447
Total non-current assets	2,593,747	3,748,940
TOTAL ASSETS	5,588,217	7,580,503
CURRENT LIABILITIES		
Trade and other payables	1,131,863	1,577,179
Lease liabilities	40,387	6,809
Loan liabilities	-	60,146
Employee related provisions	75,386	53,446
Other current liabilities	-	392,611
Total current liabilities	1,247,636	2,090,192
NON-CURRENT LIABILITIES		
Lease liabilities	1,999	-
Loan liabilities	-	642,850
Employee related provisions	83,341	55,802
Total non-current liabilities	85,340	698,652
TOTAL LIABILITIES	1,332,976	2,788,843
NET ASSETS	4,255,241	4,791,660
EQUITY		
Reserve accounts	1,362,160	1,362,160
Retained surplus	2,584,016	3,120,435
Revaluation surplus	309,065	309,065
TOTAL EQUITY	4,255,241	4,791,660

**WESTERN METROPOLITAN REGIONAL COUNCIL
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR TO DATE ENDED 30 APRIL 2026**

OPERATING ACTIVITIES	NOTE	2025-26	2025-26	2025-26	2025-26	Variance	Variance	Explanation of Variance
		Original Year Budget	Amended Year Budget	Amended YTD Budget	YTD Actual			
		\$	\$	\$	\$	\$	%	
Revenue from operating activities								
Operating grants, subsidies and contributions		2,272,217	2,266,056	1,888,445	1,882,953	(5,493)	-0.3%	
Fees and charges		10,355,383	11,279,963	9,399,970	9,492,384	92,414	1.0%	Higher FOGO, General Waste and Bulk Waste revenue than budgeted
Interest revenue		75,000	57,000	47,500	38,977	(8,523)	-17.9%	
Other revenue		73,200	51,164	42,640	71,326	28,686	67.3%	Handling Fee (Green & Recycling) and Rebate - Metal higher than budget
Profit on asset disposals		35,000	35,500	35,500	35,500	0	0.0%	
		12,810,800	13,689,683	11,414,055	11,521,138	107,083		
Expenditure from operating activities								
Employee costs		(2,619,794)	(2,620,800)	(2,184,000)	(2,204,005)	(20,005)	0.9%	Redundancy Cost
Materials and contracts		(8,850,797)	(9,746,706)	(8,122,250)	(8,202,013)	(79,763)	1.0%	Higher volumes as reflected in higher sales revenue
Utility charges		(33,949)	(16,510)	(13,760)	(21,090)	(7,330)	53.3%	
Depreciation		(372,550)	(301,600)	(242,039)	(252,072)	(10,033)	4.1%	
Finance costs		(46,381)	(30,956)	(15,880)	(15,930)	(50)	0.3%	
Insurance		(205,114)	(195,480)	(162,900)	(162,897)	3	0.0%	
Other expenditure		(179,768)	(177,333)	(147,780)	(139,619)	8,161	-5.5%	
Loss on asset disposals		0	0	0	0	0	0.0%	
		(12,308,353)	(13,089,385)	(10,888,609)	(10,997,625)	(109,016)		
Non-cash amounts excluded from operating activities		337,550	266,100	206,539	216,572	10,033		
Amount attributable to operating activities		839,997	866,398	731,985	740,085	8,100		
INVESTING ACTIVITIES								
Inflows from investing activities								
Proceeds from disposal of assets		35,000	35,500	35,500	35,500	0		
Financial assets at amortised - self supporting loans		750,000	750,000	750,000	750,000	0		
		785,000	785,500	785,500	785,500	0		
Outflows from investing activities								
Payments for property, plant and equipment		(1,035,000)	(1,151,473)	(1,151,473)	(1,160,173)	(8,700)	0.8%	
Payments for construction of infrastructure		(360,000)	(294,655)	(294,655)	(307,613)	(12,958)	4.4%	
		(1,395,000)	(1,446,128)	(1,446,128)	(1,467,786)	(21,658)		
Non-cash amounts excluded from investing activities		0	0	0	0	0		
Amount attributable to investing activities		(610,000)	(660,628)	(660,628)	(682,286)	(21,658)		
FINANCING ACTIVITIES								
Transfers from reserve accounts		2,389,462	700,894	0	0	0		
		2,389,462	700,894	0	0	0		
Outflows from financing activities								
Payments for principal portion of lease liabilities		(48,504)	(42,883)	(35,740)	(35,740)	0		
Repayment of borrowings		(90,530)	(90,530)	(45,265)	(47,004)	0		
Transfers to reserve accounts		(987,997)	(987,997)	(131,848)	(65,924)	65,924		
		(1,127,031)	(1,121,410)	(212,853)	(148,668)	65,924		
Amount attributable to financing activities		1,262,431	(420,516)	(212,853)	(148,668)	65,924		
MOVEMENT IN SURPLUS OR DEFICIT								
Surplus or deficit at the start of the financial year		172,673	441,393	441,393	441,393	0		
Amount attributable to operating activities		839,997	866,398	731,985	740,085	8,100		
Amount attributable to investing activities		(610,000)	(660,628)	(660,628)	(682,286)	(21,658)		
Amount attributable to financing activities		(402,031)	(420,516)	(212,853)	(148,668)	64,185		
Surplus or deficit at the end of the financial year		639	226,647	299,897	350,524	50,627		

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Note

**WESTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR TO DATE ENDED 30 APRIL 2026**

3. NET CURRENT ASSETS

	2025-26 Original Year Budget	2025-26 Amended Year Budget	2025-26 YTD Actual
(a) Composition of estimated net current assets			
	\$		\$
Current assets			
Cash and cash equivalents	1,858,229	2,033,808	2,389,628
Trade and other receivables	1,110,356	1,032,764	1,397,591
Other current assets	25,885	25,885	44,345
	<u>2,994,470</u>	<u>3,092,457</u>	<u>3,831,564</u>
Less: current liabilities			
Trade and other payables	(1,131,863)	(409,898)	(1,577,179)
Lease liabilities	(40,387)	0	(6,809)
Loan liabilities	0	0	(60,146)
Employee related provisions	(75,386)	(48,000)	(53,446)
Other current liabilities	0	(650,000)	(392,611)
	<u>(1,247,636)</u>	<u>(1,107,898)</u>	<u>(2,090,192)</u>
Net current assets	<u>1,746,834</u>	<u>1,984,559</u>	<u>1,741,372</u>
Less: Total adjustments to net current assets	<u>(1,402,547)</u>	<u>(1,757,913)</u>	<u>(1,429,115)</u>
Net current assets used in the Statement of Financial Activity	639	226,646	312,257
EXPLANATION OF DIFFERENCE IN NET CURRENT ASSETS AND SURPLUS/(DEFICIT)			
(b) Non-cash amounts excluded from operating activities			
Adjustments to operating activities			
Less: Profit on asset disposals	(35,000)	(35,500)	(35,500)
Add: Depreciation	372,550	301,600	252,072
Non-cash movements in non-current assets and liabilities:			
- Employee provisions	54,635	48,000	55,802
Non cash amounts excluded from operating activities	<u>392,185</u>	<u>314,100</u>	<u>272,376</u>
(c) Current assets and liabilities excluded from budgeted deficiency			
Adjustments to net current assets			
Less: Cash - reserve accounts	1,362,160	(1,649,263)	(1,362,160)
- Current portion of borrowings		(60,146)	(60,146)
- Current portion of lease liabilities	40,387	(48,504)	(6,809)
Total adjustments to net current assets	<u>1,402,547</u>	<u>(1,757,913)</u>	<u>(1,429,115)</u>

WESTERN METROPOLITAN REGIONAL COUNCIL
4. CASH AND INVESTMENTS
AT 30 APRIL 2026

	30-Jun-25	30-Apr-26
	Actual	Actual
Unrestricted Cash		
Commonwealth Bank Account and Petty Cash	1,858,229	739,628
Term Deposits		
<i>Investment 26</i>	400,000	400,000
<i>Investment 27</i>	400,000	500,000
<i>Investment 28</i>	-	
<i>Investment 30</i>	-	
<i>Investment 31</i>	-	750,000
	800,000	1,650,000
Reserves - Cash Backed		
<i>Operations Reserve</i>	188,727	188,727
<i>Asset Replacement Reserve</i>	371,211	371,211
<i>Development Reserve</i>	802,222	802,222
	1,362,160	1,362,160

WESTERN METROPOLITAN REGIONAL COUNCIL
5. CAPITAL PURCHASES
AT 30 APRIL 2026

	2025-26	30-Apr-26
	Year	
Additions	Budget	Actual
Property, plant & equipment		
Year budget	1,035,000	
Mandalay new payment equipment and system		13,404
Hitachi Loader		134,399
Motor Oil tank		8,374
Prime Mover		122,236
CCTV		36,564
Ops Manager Vehicle		36,377
Concept Redvelopment Plan		143,910
Staff Accomodation		41,911
Trailors x 2		622,998
	1,035,000	1,160,173
Infrastructure		
Year budget	360,000	
WIP- RC development Project		307,613
	360,000	307,613
Total	1,395,000	1,467,786
Disposals		
Property, plant & equipment		
Year budget	35,000	35,500
	35,000	35,500
Infrastructure		
Year budget	-	-
	-	-
Proceeds	35,000	35,500

Account Transactions

WESTERN METROPOLITAN REGIONAL COUNCIL

For the period 1 March 2026 to 31 March 2026

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
Business Online Saver					
Opening Balance				1,003,316.81	-
1 Mar 2026	Receive Money	Commonwealth Bank		1,788.10	-
23 Mar 2026	Bank Transfer	Bank Transfer from Business Online Saver to Commonwealth Cheque Account	NAB Invtmt 27 23/03/2026	-	500,000.00
Total Business Online Saver				1,788.10	500,000.00
Closing Balance				505,104.91	-
Commonwealth Cheque Account					
Opening Balance				41,222.93	-
1 Mar 2026	Receive Money	Eftpos Sales		5,190.72	-
1 Mar 2026	Receive Money	Commonwealth Bank		1,010.03	-
1 Mar 2026	Spend Money	Commonwealth Bank		-	0.09
2 Mar 2026	Receivable Payment	Payment: Arbor Centre	M-2602202	2,306.83	-
2 Mar 2026	Receivable Payment	Payment: JewelBic Building & Maintenance	M-2512126a	297.61	-
2 Mar 2026	Receivable Payment	Payment: Chapex Labour	M-2602207	50.01	-
2 Mar 2026	Receivable Payment	Payment: Shire of Peppermint Grove	M-2602442	6,553.46	-
2 Mar 2026	Receivable Payment	Payment: Shire of Peppermint Grove	VV260131-4	5,563.73	-
2 Mar 2026	Receivable Payment	Payment: Suez Recycling & Recovery	M-2602447	11,060.31	-
2 Mar 2026	Adjustment	Reconciliation adjustment		-	0.02
2 Mar 2026	Receive Money	Eftpos Sales		2,798.31	-
2 Mar 2026	Receivable Payment	Payment: Skyline Landscape Services	M-2602444	450.09	-
2 Mar 2026	Receivable Payment	Payment: Skyline Landscape Services	M-2602244	510.87	-
2 Mar 2026	Spend Money	Commonwealth Bank		-	49.50
2 Mar 2026	Spend Money	Commonwealth Bank		-	79.00
2 Mar 2026	Spend Money	Commonwealth Bank		-	939.60
3 Mar 2026	Receivable Payment	Payment: Town of Claremont	M-2602452	51,519.00	-
3 Mar 2026	Receivable Payment	Payment: JJ Waste and Recycling	M-2602227	5,567.64	-
3 Mar 2026	Receivable Payment	Payment: Balanced Nature	M-2602203	200.04	-
3 Mar 2026	Receive Money	Eftpos Sales		7,005.40	-
3 Mar 2026	Receivable Payment	Payment: Town of Victoria Park	INV-81922	1,496.00	-
3 Mar 2026	Receivable Payment	Payment: Town of Victoria Park	VV260131-9	64,528.75	-
4 Mar 2026	Receivable Payment	Payment: Pure Green Group Pty Ltd	M-2602240	573.25	-
4 Mar 2026	Receivable Payment	Payment: Perth TLC Goup	M-2602235	167.40	-
4 Mar 2026	Receivable Payment	Payment: Landscapes for Life	M-2602229	100.02	-
4 Mar 2026	Receive Money	Eftpos Sales		5,241.60	-
4 Mar 2026	Receive Money	Daily Cash Summary		228.50	-

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
4 Mar 2026	Receive Money	Daily Cash Summary		177.50	-
4 Mar 2026	Receive Money	Daily Cash Summary		128.00	-
5 Mar 2026	Receivable Payment	Payment: West Tip Waste Management	INV-81924	2,891.97	-
5 Mar 2026	Receivable Payment	Payment: Tidy Up	M-2601350	1,500.00	-
5 Mar 2026	Receive Money	Eftpos Sales		5,418.00	-
5 Mar 2026	Receivable Payment	Payment: Town of Cottesloe	VV251231-6	20,321.64	-
5 Mar 2026	Receivable Payment	Payment: Town of Cottesloe	M-2601353	26,187.80	-
6 Mar 2026	Receivable Payment	Payment: Martin Cuthbert Landscapes	M-2602430	1,062.86	-
6 Mar 2026	Payable Payment	Payment: Synergy (Direct Debit)	INV 2054640393	-	869.20
6 Mar 2026	Receivable Payment	Payment: City of Vincent	M-2602415	24,944.48	-
6 Mar 2026	Receivable Payment	Payment: City of Vincent	VV260131-5	74,643.62	-
6 Mar 2026	Receivable Payment	Payment: Doug Buckeys Carpert Court	M-2603222	1,600.45	-
6 Mar 2026	Payable Payment	Payment: HR Central (Direct Debit)	INV 32933	-	477.40
6 Mar 2026	Receive Money	Eftpos Sales		6,593.11	-
7 Mar 2026	Receive Money	Eftpos Sales		2,665.70	-
8 Mar 2026	Receive Money	Eftpos Sales		3,917.44	-
9 Mar 2026	Receivable Payment	Payment: Beldon Satellite & Cable Pty Ltd	M-2602404	207.50	-
9 Mar 2026	Payable Payment	Payment: Ampol Australia Petroleum Pty Ltd (Direct Debit)	INV 0001517626 DD	-	3,414.70
9 Mar 2026	Receive Money	Eftpos Sales		5,805.20	-
9 Mar 2026	Receive Money	Daily Cash Summary		304.50	-
9 Mar 2026	Receive Money	Daily Cash Summary		220.50	-
9 Mar 2026	Receive Money	Daily Cash Summary		100.00	-
9 Mar 2026	Receive Money	Daily Cash Summary		90.00	-
9 Mar 2026	Receive Money	Daily Cash Summary		80.00	-
10 Mar 2026	Receivable Payment	Payment: Town of Victoria Park	M-2602455	26,176.14	-
10 Mar 2026	Receivable Payment	Payment: More Than A Mow	M-2603233	772.80	-
10 Mar 2026	Receivable Payment	Payment: William Geoffreys Pty Ltd	M-2603262	694.41	-
10 Mar 2026	Receivable Payment	Payment: Value Electrical and Air Conditioning Services	M-2603259	35.00	-
10 Mar 2026	Receive Money	Eftpos Sales		5,973.54	-
10 Mar 2026	Spend Money	Commonwealth Bank		-	65,298.64
11 Mar 2026	Receive Money	Eftpos Sales		6,869.10	-
11 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card PW	Top up March 2026	-	1,500.00
11 Mar 2026	Spend Money	SuperChoice		-	13,459.66
12 Mar 2026	Receivable Payment	Payment: Shire of Peppermint Grove	M-2603242	8,818.98	-
12 Mar 2026	Receivable Payment	Payment: West to West Group	M-2602461	701.62	-
12 Mar 2026	Receivable Payment	Payment: Town of Cambridge	M-2602451	450.00	-

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
12 Mar 2026	Receivable Payment	Payment: UWA Building Services / Campus Management	M-2602457	192.00	-
12 Mar 2026	Receivable Payment	Payment: Sir Charles Gairdner Hospital	M-2602243	521.88	-
12 Mar 2026	Receivable Payment	Payment: Sir Charles Gairdner Hospital	M-2602443	400.08	-
12 Mar 2026	Receivable Payment	Payment: Sir Charles Gairdner Hospital	M-2601243	604.80	-
12 Mar 2026	Receivable Payment	Payment: Sir Charles Gairdner Hospital	M-2601343	600.20	-
12 Mar 2026	Receive Money	Eftpos Sales		4,467.15	-
12 Mar 2026	Receive Money	Daily Cash Summary		317.00	-
12 Mar 2026	Receive Money	Daily Cash Summary		102.50	-
12 Mar 2026	Receive Money	Daily Cash Summary		153.50	-
12 Mar 2026	Receive Money	Daily Cash Summary		87.50	-
12 Mar 2026	Payable Payment	Payment: Remondis Go Organics	INV 2500910	-	92,091.02
12 Mar 2026	Payable Payment	Payment: City of Cockburn	INV 130449	-	151,304.88
12 Mar 2026	Payable Payment	Payment: SM and EP Martin	INV 00000061	-	4,041.58
12 Mar 2026	Payable Payment	Payment: Forget Your Books Pty Ltd	INV 11010	-	201.82
12 Mar 2026	Payable Payment	Payment: Focus Networks	INV SaaS-15431	-	2,372.66
13 Mar 2026	Receivable Payment	Payment: Martin Cuthbert Landscapes	M-2603230	1,246.23	-
13 Mar 2026	Receivable Payment	Payment: Project West	M-2603239	297.60	-
13 Mar 2026	Receivable Payment	Payment: Doug Buckeys Carpert Court	M-2603222	98.37	-
13 Mar 2026	Receivable Payment	Payment: Valtari Construction	M-2602458	85.01	-
13 Mar 2026	Receivable Payment	Payment: Suez Recycling & Recovery	M-2601347	8,648.67	-
13 Mar 2026	Adjustment	Reconciliation adjustment		-	0.01
13 Mar 2026	Receive Money	Eftpos Sales		5,723.33	-
14 Mar 2026	Receive Money	Eftpos Sales		3,780.94	-
15 Mar 2026	Receive Money	Eftpos Sales		4,171.50	-
16 Mar 2026	Receivable Payment	Payment: Cleanaway Pty Ltd	M-2603216	4,319.74	-
16 Mar 2026	Receivable Payment	Payment: Chapex Labour	M-2602407	421.61	-
16 Mar 2026	Receivable Payment	Payment: Balanced Nature	M-2602403	300.06	-
16 Mar 2026	Receivable Payment	Payment: Coordinated Fitouts & Renovations	M-2602417	266.61	-
16 Mar 2026	Receivable Payment	Payment: Arbor Centre	M-2602402	50.01	-
16 Mar 2026	Receivable Payment	Payment: Suez Recycling & Recovery	M-2603247	9,286.37	-
16 Mar 2026	Adjustment	Reconciliation adjustment		-	0.03
16 Mar 2026	Receive Money	Eftpos Sales		4,998.22	-
16 Mar 2026	Receive Money	Daily Cash Summary		331.00	-
16 Mar 2026	Receive Money	Daily Cash Summary		100.00	-
16 Mar 2026	Receive Money	Daily Cash Summary		32.50	-
16 Mar 2026	Spend Money	Commonwealth Bank		-	0.31
16 Mar 2026	Spend Money	Commonwealth Bank		-	5.02
16 Mar 2026	Spend Money	Commonwealth Bank		-	8.40
17 Mar 2026	Receivable Payment	Payment: JJ Waste and Recycling	M-2602427	3,199.22	-

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
17 Mar 2026	Receivable Payment	Payment: Dorrington Plumbing Gas & Electrical Pty Ltd	M-2602421	257.00	-
17 Mar 2026	Receivable Payment	Payment: Almond Gardens & Maintenance	M-2601301	50.40	-
17 Mar 2026	Payable Payment	Payment: Synergy (Direct Debit)	Admin: INV 2620000612 DD	-	734.68
17 Mar 2026	Receive Money	Eftpos Sales		6,759.31	-
17 Mar 2026	Receive Money	Daily Cash Summary		109.00	-
17 Mar 2026	Receive Money	Daily Cash Summary		72.20	-
18 Mar 2026	Receivable Payment	Payment: More Than A Mow	M-2603433	451.20	-
18 Mar 2026	Receive Money	Eftpos Sales		5,334.38	-
19 Mar 2026	Payable Payment	Payment: GHD Pty Ltd	INV 112-0271858	-	17,153.95
19 Mar 2026	Payable Payment	Payment: Elan Energy Matrix Pty Ltd	WMRC	-	208.47
19 Mar 2026	Payable Payment	Payment: Post Newspapers	WMRC	-	892.03
19 Mar 2026	Payable Payment	Payment: Total Green Recycling	WMRC	-	3,313.51
19 Mar 2026	Payable Payment	Payment: Workpower Inc	WMRC	-	638.00
19 Mar 2026	Payable Payment	Payment: McIntosh Holdings Pty Ltd	INV S40/1102	-	342.21
19 Mar 2026	Payable Payment	Payment: Mini-Tankers Australia Pty Ltd (Refueling Solutions)	W0523 WMRC	-	2,085.89
19 Mar 2026	Payable Payment	Payment: McIntosh Holdings Pty Ltd	INV S40/1099	-	628.11
19 Mar 2026	Payable Payment	Payment: Docu-Shred	WMRC	-	47.30
19 Mar 2026	Payable Payment	Payment: Heatley Sales Pty Ltd	WMRC	-	26.32
19 Mar 2026	Payable Payment	Payment: Mini-Tankers Australia Pty Ltd (Refueling Solutions)	W0523 WMRC	-	2,780.26
19 Mar 2026	Payable Payment	Payment: Remondis	C211015 / 1389906	-	2,070.95
19 Mar 2026	Payable Payment	Payment: Key2Creative	INV 53842	-	1,309.00
19 Mar 2026	Receivable Payment	Payment: City of South Perth	VV260228-8	75,436.79	-
19 Mar 2026	Receivable Payment	Payment: City of Nedlands	M-2602211	407.67	-
19 Mar 2026	Receivable Payment	Payment: City of Nedlands	M-2602411	810.16	-
19 Mar 2026	Receivable Payment	Payment: Hancock Prospecting Pty Ltd	M-2603225	130.20	-
19 Mar 2026	Receivable Payment	Payment: Value Electrical and Air Conditioning Services	M-2603459	196.01	-
19 Mar 2026	Receivable Payment	Payment: William Geoffreys Pty Ltd	M-2603462	756.41	-
19 Mar 2026	Receive Money	Eftpos Sales		4,885.50	-
19 Mar 2026	Receive Money	Daily Cash Summary		155.00	-
19 Mar 2026	Receive Money	Daily Cash Summary		99.00	-
20 Mar 2026	Receivable Payment	Payment: City of Vincent	M-2603215	26,411.08	-
20 Mar 2026	Receivable Payment	Payment: Town of Mosman Park	VV260131-1	27,496.59	-
20 Mar 2026	Receivable Payment	Payment: Town of Mosman Park	VV260228-1	28,523.89	-
20 Mar 2026	Receivable Payment	Payment: Perth TLC Goup	M-2602435	130.20	-
20 Mar 2026	Payable Payment	Payment: Elgas (BPAY)	INV 0364953790	-	157.17
20 Mar 2026	Payable Payment	Payment: Australian Taxation Office		-	42,529.00
20 Mar 2026	Receive Money	Battery Rescue	Rebate RCTI - Batteries	790.67	-

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
20 Mar 2026	Receive Money	Eftpos Sales		5,869.55	-
21 Mar 2026	Receive Money	Eftpos Sales		3,871.27	-
22 Mar 2026	Receive Money	Eftpos Sales		4,129.60	-
23 Mar 2026	Receivable Payment	Payment: Tidy Up	M-2602250	1,464.65	-
23 Mar 2026	Receivable Payment	Payment: Nedlands Garden Service	M-2601334	302.40	-
23 Mar 2026	Receivable Payment	Payment: Nedlands Garden Service	M-2512334	599.70	-
23 Mar 2026	Receivable Payment	Payment: Nedlands Garden Service	M-2602434	300.06	-
23 Mar 2026	Receivable Payment	Payment: Enviropath Pty Ltd	M-2603423	750.20	-
23 Mar 2026	Receivable Payment	Payment: Enviropath Pty Ltd	M-2603223	223.20	-
23 Mar 2026	Bank Transfer	Bank Transfer from Business Online Saver to Commonwealth Cheque Account	NAB Invtmt 27 23/03/2026	500,000.00	-
23 Mar 2026	Receive Money	Eftpos Sales		7,373.60	-
23 Mar 2026	Receive Money	Daily Cash Summary		314.60	-
23 Mar 2026	Receive Money	Daily Cash Summary		96.20	-
23 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Investment 27-Development TD	NAB Invtmt 27	-	500,000.00
24 Mar 2026	Receivable Payment	Payment: Town of Claremont	M-2603252	39,563.87	-
24 Mar 2026	Receivable Payment	Payment: Pure Green Group Pty Ltd	M-2603440	220.20	-
24 Mar 2026	Receivable Payment	Payment: Pure Green Group Pty Ltd	M-2603240	69.60	-
24 Mar 2026	Spend Money	Commonwealth Bank		-	72,468.41
24 Mar 2026	Receive Money	Eftpos Sales		6,982.47	-
25 Mar 2026	Receivable Payment	Payment: City of Subiaco	VV260228-2	4,173.35	-
25 Mar 2026	Receivable Payment	Payment: City of Subiaco	M-2603214	113,917.66	-
25 Mar 2026	Receivable Payment	Payment: City of Subiaco	M-2603414	81,105.42	-
25 Mar 2026	Receivable Payment	Payment: The Claremont Gardener	M-2603449	115.20	-
25 Mar 2026	Receivable Payment	Payment: Professional Tree Surgeons	M-2603238	50.40	-
25 Mar 2026	Receive Money	Eftpos Sales		5,818.91	-
25 Mar 2026	Spend Money	SuperChoice		-	14,442.43
26 Mar 2026	Receivable Payment	Payment: Town of Cottesloe	M-2602253	23,822.01	-
26 Mar 2026	Receivable Payment	Payment: Town of Cottesloe	M-2602453	21,360.53	-
26 Mar 2026	Receivable Payment	Payment: Town of Cottesloe	VV260131-6	17,360.95	-
26 Mar 2026	Receivable Payment	Payment: Town of Cottesloe	M-2603253	21,076.09	-
26 Mar 2026	Receivable Payment	Payment: Shire of Peppermint Grove	M-2603442	7,167.30	-
26 Mar 2026	Receivable Payment	Payment: City of Nedlands	M-2603211	690.21	-
26 Mar 2026	Receivable Payment	Payment: City of Perth	M-2603212	45.57	-
26 Mar 2026	Receivable Payment	Payment: Town of Cambridge	VV260228-3	64,323.48	-
26 Mar 2026	Receivable Payment	Payment: Town of Cambridge	M-2603251	600.00	-
26 Mar 2026	Receive Money	Eftpos Sales		9,088.50	-
27 Mar 2026	Payable Payment	Payment: More Than A Mow	WMRC	-	520.00

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
27 Mar 2026	Payable Payment	Payment: Forget Your Books Pty Ltd	WMRC	-	154.00
27 Mar 2026	Payable Payment	Payment: Value Material Handling Pty Ltd t/a Total Forklift Services	#0000002661	-	3,685.10
27 Mar 2026	Payable Payment	Payment: Fennell Tyres International Pty Ltd	INV 624061907	-	4,109.99
27 Mar 2026	Payable Payment	Payment: Bunnings Group Limited	2404/00101754	-	93.52
27 Mar 2026	Payable Payment	Payment: JD Diesel Services	INV 922	-	227.15
27 Mar 2026	Payable Payment	Payment: Aust-weigh Pty Ltd	WMRC	-	14,570.60
27 Mar 2026	Payable Payment	Payment: Ogtec Engineering Services	INV 1286	-	5,456.00
27 Mar 2026	Payable Payment	Payment: Total Electrical & Mechanical Services Pty Ltd	PO-0547 / 9610	-	360.25
27 Mar 2026	Receive Money	Eftpos Sales		3,700.88	-
27 Mar 2026	Receivable Payment	Payment: Beldon Satellite & Cable Pty Ltd	M-2603204	51.50	-
27 Mar 2026	Payable Payment	Payment: Oakfield Strata (BPay)	FY2526 Q4 Levies	-	2,275.42
27 Mar 2026	Payable Payment	Payment: Telstra (BPay)	T311 Mar26-Apr26	-	80.00
27 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card SDe	M T	-	6,258.07
28 Mar 2026	Receivable Payment	Payment: Cleanaway Pty Ltd	M-2603416	2,796.61	-
28 Mar 2026	Receive Money	Eftpos Sales		957.00	-
29 Mar 2026	Receive Money	Eftpos Sales		3,971.61	-
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	1,020.25
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	24,328.62
30 Mar 2026	Payable Payment	Payment: West Tip Waste Management	WMRC	-	11,913.00
30 Mar 2026	Payable Payment	Payment: TPG Network Pty Ltd	Westpac Banking Co	-	251.47
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	49,260.67
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	9,067.44
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	9,785.37
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	15,727.97
30 Mar 2026	Payable Payment	Payment: Perth Furniture and Mattress Recycling	INV 1720	-	8,481.00
30 Mar 2026	Payable Payment	Payment: Australian Sweeper Corporation Pty Ltd	INV 531763	-	1,525.33
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	31,680.00
30 Mar 2026	Payable Payment	Payment: Hinds	WMRC	-	858.98
30 Mar 2026	Payable Payment	Payment: People Sense	C200109 / 21848	-	943.58
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	170,758.43
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	43,805.46
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	48,791.24
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	42,760.63
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	4,189.78
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	19,839.58

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	16,448.25
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	4,481.85
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	5,021.34
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	1,122.54
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	8,241.62
30 Mar 2026	Payable Payment	Payment: Perth Furniture and Mattress Recycling	INV 1719	-	5,068.80
30 Mar 2026	Payable Payment	Payment: GHD Pty Ltd	INV 112-0271903	-	3,351.70
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	11,715.06
30 Mar 2026	Payable Payment	Payment: Key2Creative	INV 53998	-	616.00
30 Mar 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	4,412.65
30 Mar 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	3,353.13
30 Mar 2026	Receivable Payment	Payment: Balanced Nature	M-2603203	184.50	-
30 Mar 2026	Receivable Payment	Payment: Dorrington Plumbing Gas & Electrical Pty Ltd	M-2603221	254.50	-
30 Mar 2026	Receive Money	Daily Cash Summary		785.00	-
30 Mar 2026	Receive Money	Daily Cash Summary		185.50	-
30 Mar 2026	Receive Money	Daily Cash Summary		121.00	-
30 Mar 2026	Receive Money	Daily Cash Summary		100.00	-
30 Mar 2026	Receive Money	Daily Cash Summary		97.50	-
30 Mar 2026	Receive Money	Daily Cash Summary		82.90	-
30 Mar 2026	Receive Money	Daily Cash Summary		28.45	-
30 Mar 2026	Receive Money	Eftpos Sales		6,099.18	-
31 Mar 2026	Receivable Payment	Payment: Town of Claremont	M-2603452	29,536.67	-
31 Mar 2026	Receivable Payment	Payment: Town of Victoria Park	M-2603255	27,645.89	-
31 Mar 2026	Receivable Payment	Payment: JJ Waste and Recycling	M-2603227	8,063.98	-
31 Mar 2026	Receivable Payment	Payment: West to West Group	M-2603261	1,577.91	-
31 Mar 2026	Receivable Payment	Payment: Doug Buckeys Carpert Court	M-2603422	1,556.20	-
31 Mar 2026	Receivable Payment	Payment: UWA Building Services / Campus Management	M-2603257	253.79	-
31 Mar 2026	Receivable Payment	Payment: Hancock Prospecting Pty Ltd	M-2603425	86.80	-
31 Mar 2026	Receivable Payment	Payment: City of Perth	M-2603412	42.36	-
31 Mar 2026	Receivable Payment	Payment: Coordinated Fitouts & Renovations	M-2603217	130.20	-
31 Mar 2026	Receivable Payment	Payment: Davidson Projects Pty	M-2603420	4,321.42	-
31 Mar 2026	Receivable Payment	Payment: Davidson Projects Pty	M-2603220	440.20	-
31 Mar 2026	Receive Money	Eftpos Sales		6,109.47	-
Total Commonwealth Cheque Account				1,677,865.46	1,594,553.07
Closing Balance				124,535.32	-
Commonwealth Credit Card BM					
Opening Balance				-	2,833.05

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
1 Mar 2026	Payable Payment	Payment: Town of Claremont	Receipt 60806 27/02	-	302.32
2 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Seek - Advertisement for cas	-	477.95
2 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - SafeRight - Training workshops Ron H + Michael H	-	1,290.00
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card BM	BM Transfer Sweep Feb 2026	2,833.05	-
18 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Standards Australia	-	213.50
20 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Subiaco Lotto Newsagency - card purchase PWells	-	14.99
25 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Saferight Training - WWHeights (Justin Raynor)	-	290.00
26 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Site Safe - Commercial Tower Hire	-	962.50
31 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Coles - Gift Cards	-	100.00
31 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Anaconda - Handheld radios	-	1,116.00
Total Commonwealth Credit Card BM				2,833.05	4,767.26
Closing Balance				-	4,767.26

Commonwealth Credit Card LE

Opening Balance				-	2,017.91
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card LE	LE CC Transfer Sweep Feb2026	2,017.91	-
Total Commonwealth Credit Card LE				2,017.91	-
Closing Balance				-	-

Commonwealth Credit Card LEu

Opening Balance				-	-
11 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Australia Post - Bin stickers postage 11 Mar26	-	5.10
13 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - office fruit 11 Mar26	-	16.53
13 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Green Pear - Gift Cards	-	100.00
16 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Salvo Stores - Gift cards for TT Winner	-	100.00
16 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - milk March 2026 001	-	2.95
17 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Australia Post - Postage	-	3.40
18 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - fruit & milk for the office	-	14.76
19 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Earthwise Community - Gift Card	-	100.00
25 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Intuit MailChimp - March26 monthly subscription	-	65.46
26 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - North Store cottlesloe - catering for OCM 2/4/2026	-	452.24
27 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit, milk & cleaning cloths for office	-	40.52

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
31 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Officeworks - Paper towels and soap	-	35.00
31 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Australia Post - Form to Commbiz	-	1.70
Total Commonwealth Credit Card LEu				-	937.66
Closing Balance				-	937.66

Commonwealth Credit Card PW

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
Opening Balance				-	1,184.76
2 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Supercheap Auto - trailer plugs x4	-	91.96
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card PW	PW Transfer Sweep Feb2026	424.18	-
4 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Road Tech Marine - purchase of antennas x6	-	251.70
4 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Anaconda - Handheld Radio	-	639.00
11 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card PW	Top up March 2026	1,500.00	-
13 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Coles Cleaning and catering products	-	103.55
13 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Officeworks - office supplies March 2026	-	128.75
16 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Maxiparts - Wire roll	-	168.63
17 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Officeworks - Office supplies 002	-	104.25
25 Mar 2026	Receive Money	REFUND OF ANNUAL FEE	CommBiz - Refund Annual Fee PW CC	40.00	-
Total Commonwealth Credit Card PW				1,964.18	1,487.84
Closing Balance				-	708.42

Commonwealth Credit Card SD

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
Opening Balance				4,667.83	-
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card LE	LE CC Transfer Sweep Feb2026	-	2,017.91
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card PW	PW Transfer Sweep Feb2026	-	424.18
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card BM	BM Transfer Sweep Feb 2026	-	2,833.05
10 Mar 2026	Receive Money	DISPUTE ADJUSTMEN	SD CC Fraudulent Resolution	607.31	-
Total Commonwealth Credit Card SD				607.31	5,275.14
Closing Balance				-	-

Commonwealth Credit Card SDe

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
Opening Balance				-	-
5 Mar 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Deputy - roster program subscription Feb 26	-	321.75
10 Mar 2026	Receive Money	Commonwealth Bank		607.31	-

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
13 Mar 2026	Payable Payment	Payment: ZettaGrid Pty Ltd (Direct Debit)	INV 612686683	-	816.20
27 Mar 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Farmer Jacks - Batteries	-	9.50
27 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card SDe	M T	6,258.07	-
31 Mar 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin-Community Coffee - coffee meeting	-	11.60
Total Commonwealth Credit Card SDe				6,865.38	1,159.05
Closing Balance				5,706.33	-
Total				1,693,941.39	2,108,180.02

Account Transactions

WESTERN METROPOLITAN REGIONAL COUNCIL
For the period 26 February 2026 to 26 March 2026

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)	RUNNING BALANCE (AUD)
Commonwealth Credit Card BM						
Opening Balance				-	2,833.05	(2,833.05)
1 Mar 2026	Payable Payment	Payment: Town of Claremont	Receipt 60806 27/02	-	302.32	(3,135.37)
2 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Seek - Advertisement for cas	-	477.95	(3,613.32)
2 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - SafeRight - Training workshops Ron H + Michael H	-	1,290.00	(4,903.32)
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card BM	BM Transfer Sweep Feb 2026	2,833.05	-	(2,070.27)
18 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Standards Australia	-	213.50	(2,283.77)
20 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Subiaco Lotto Newsagency - card purchase PWells	-	14.99	(2,298.76)
25 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Saferight Training - WWHeights (Justin Raynor)	-	290.00	(2,588.76)
26 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Site Safe - Commercial Tower Hire	-	962.50	(3,551.26)
Total Commonwealth Credit Card BM				2,833.05	3,551.26	(3,551.26)
Closing Balance				-	3,551.26	(3,551.26)
Commonwealth Credit Card LE						
Opening Balance				-	2,017.91	(2,017.91)
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card LE	LE CC Transfer Sweep Feb2026	2,017.91	-	-
Total Commonwealth Credit Card LE				2,017.91	-	-
Closing Balance				-	-	-
Commonwealth Credit Card LEu						
Opening Balance				-	-	-
11 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Australia Post - Bin stickers postage 11 Mar26	-	5.10	(5.10)
13 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - office fruit 11 Mar26	-	16.53	(21.63)
13 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Green Pear - Gift Cards	-	100.00	(121.63)
16 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Salvo Stores - Gift cards for TT Winner	-	100.00	(221.63)

Account Transactions

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)	RUNNING BALANCE (AUD)
16 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - milk March 2026 001	-	2.95	(224.58)
17 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Australia Post - Postage	-	3.40	(227.98)
18 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - fruit & milk for the office	-	14.76	(242.74)
19 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Earthwise Community - Gift Card	-	100.00	(342.74)
25 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Intuit MailChimp - March26 monthly subscription	-	65.46	(408.20)
26 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - North Store cottesloe - catering for OCM 2/4/2026	-	452.24	(860.44)
Total Commonwealth Credit Card LEu				-	860.44	(860.44)
Closing Balance				-	860.44	(860.44)

Commonwealth Credit Card PW

Opening Balance				-	424.18	(424.18)
26 Feb 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Coles - Catering supplies	-	52.35	(476.53)
26 Feb 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Officeworks - Office supplies 25/02	-	662.25	(1,138.78)
27 Feb 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Supercheap Auto - Trailer Plugs	-	45.98	(1,184.76)
2 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Supercheap Auto - trailer plugs x4	-	91.96	(1,276.72)
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card PW	PW Transfer Sweep Feb2026	424.18	-	(852.54)
4 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Road Tech Marine - purchase of antennas x6	-	251.70	(1,104.24)
4 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Anaconda - Handheld Radio	-	639.00	(1,743.24)
11 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth	Cheque Account to Commonwealth Credit Card PW	1,500.00	-	(243.24)
13 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Coles Cleaning and catering products	-	103.55	(346.79)
13 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Officeworks - office supplies March 2026	-	128.75	(475.54)
16 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Maxiparts - Wire roll	-	168.63	(644.17)
17 Mar 2026	Payable Payment	Payment: Paul Wells CC Miscellaneous	RC - Officeworks - Office supplies 002	-	104.25	(748.42)
25 Mar 2026	Receive Money	REFUND OF ANNUAL FEE	Commbiz - Refund Annual Fee PW CC	40.00	-	(708.42)
Total Commonwealth Credit Card PW				1,964.18	2,248.42	(708.42)
Closing Balance				-	708.42	(708.42)

Commonwealth Credit Card SD

Opening Balance				-	1,356.40	(1,356.40)
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Account Transactions

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)	RUNNING BALANCE (AUD)
26 Feb 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card SD	CC Sweep Feb 26	6,631.54	-	5,275.14
26 Feb 2026	Spend Money	RIZEN EDGE PTY LTD WETHERILL PAAUS	SD CC Fraud Transaction	-	607.31	4,667.83
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card LE	LE CC Transfer Sweep Feb2026	-	2,017.91	2,649.92
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card PW	PW Transfer Sweep Feb2026	-	424.18	2,225.74
3 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SD to Commonwealth Credit Card BM	BM Transfer Sweep Feb 2026	-	2,833.05	(607.31)
10 Mar 2026	Receive Money	DISPUTE ADJUSTMEN	SD CC Fraudulent Resolution	607.31	-	-
Total Commonwealth Credit Card SD				7,238.85	5,882.45	-
Closing Balance				-	-	-
Commonwealth Credit Card SDe						
Opening Balance				-	-	-
5 Mar 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Deputy - roster program subscription Feb 26	-	321.75	(321.75)
10 Mar 2026	Receive Money	Commonwealth Bank		607.31	-	285.56
13 Mar 2026	Payable Payment	Payment: Zettagrid Pty Ltd (Direct Debit)	INV 612686683	-	816.20	(530.64)
Total Commonwealth Credit Card SDe				607.31	1,137.95	(530.64)
Closing Balance				-	530.64	(530.64)
Total				14,661.30	13,680.52	980.78

Account Transactions

WESTERN METROPOLITAN REGIONAL COUNCIL

For the period 1 April 2026 to 30 April 2026

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
Business Online Saver					
Opening Balance				505,104.91	-
1 Apr 2026	Receive Money	Commonwealth Bank		1,745.39	-
Total Business Online Saver				1,745.39	-
Closing Balance				506,850.30	-
Commonwealth Cheque Account					
Opening Balance				124,535.32	-
1 Apr 2026	Receivable Payment	Payment: Skyline Landscape Services	M-2603244	504.00	-
1 Apr 2026	Receive Money	Eftpos Sales		5,137.80	-
1 Apr 2026	Receivable Payment	Payment: Skyline Landscape Services	M-2603444	453.60	-
1 Apr 2026	Receive Money	Daily Cash Summary		82.50	-
1 Apr 2026	Receive Money	Commonwealth Bank		869.41	-
1 Apr 2026	Spend Money	Commonwealth Bank		-	0.10
2 Apr 2026	Receivable Payment	Payment: City of Nedlands	M-2512111a	331.65	-
2 Apr 2026	Payable Payment	Payment: McIntosh Holdings Pty Ltd	INV S40/1128	-	1,387.80
2 Apr 2026	Payable Payment	Payment: Focus Networks	INV 11743G	-	1,045.00
2 Apr 2026	Payable Payment	Payment: Value Material Handling Pty Ltd t/aTotal Forklift Services	#0000002660	-	332.20
2 Apr 2026	Payable Payment	Payment: Total Green Recycling	WMRC	-	3,067.97
2 Apr 2026	Payable Payment	Payment: Copyright Agency	WMRC	-	1,929.99
2 Apr 2026	Payable Payment	Payment: Hinds	WMRC	-	858.98
2 Apr 2026	Receivable Payment	Payment: More Than A Mow	M-2604134	796.78	-
2 Apr 2026	Receivable Payment	Payment: Value Electrical and Air Conditioning Services	M-2604160	35.00	-
2 Apr 2026	Receivable Payment	Payment: Town of Mosman Park	M-2603454	24,125.46	-
2 Apr 2026	Receivable Payment	Payment: Town of Mosman Park	INV-81919	162.02	-
2 Apr 2026	Receive Money	Eftpos Sales		6,383.07	-
2 Apr 2026	Spend Money	Commonwealth Bank	March fees	-	79.00
2 Apr 2026	Payable Payment	Payment: Focus Networks	INV MPSD-15472	-	2,675.20
2 Apr 2026	Payable Payment	Payment: McIntosh Holdings Pty Ltd	INV S40/1140	-	626.45
2 Apr 2026	Receivable Payment	Payment: City of Vincent	VV260228-5	77,445.23	-
2 Apr 2026	Receivable Payment	Payment: City of Fremantle	VV260228-7	41,690.68	-
2 Apr 2026	Receivable Payment	Payment: Dorrington Plumbing Gas & Electrical Pty Ltd	M-2603421	291.40	-
2 Apr 2026	Receivable Payment	Payment: Town of Mosman Park	M-2602454	25,708.44	-
2 Apr 2026	Receivable Payment	Payment: Town of Mosman Park	M-2603254	25,273.65	-
2 Apr 2026	Receivable Payment	Payment: City of Nedlands	M-2601311	770.39	-

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
2 Apr 2026	Spend Money	Commonwealth Bank		-	103.91
2 Apr 2026	Spend Money	Commonwealth Bank		-	895.23
4 Apr 2026	Receive Money	Eftpos Sales		7,462.93	-
6 Apr 2026	Receivable Payment	Payment: Enviropath Pty Ltd	INV-81926	266.60	-
6 Apr 2026	Receivable Payment	Payment: Enviropath Pty Ltd	M-2604123	719.20	-
6 Apr 2026	Receive Money	Eftpos Sales		4,264.76	-
7 Apr 2026	Receivable Payment	Payment: Town of Victoria Park	VV260228-9	82,298.94	-
7 Apr 2026	Receive Money	Eftpos Sales		6,142.00	-
7 Apr 2026	Receivable Payment	Payment: Tidy Up	M-2602450	1,269.22	-
7 Apr 2026	Receivable Payment	Payment: Martin Cuthbert Landscapes	M-2603430	884.12	-
7 Apr 2026	Receivable Payment	Payment: Chapex Labour	M-2603207	795.21	-
7 Apr 2026	Payable Payment	Payment: Synergy (Direct Debit)	RC - INV 2128507339	-	713.00
7 Apr 2026	Payable Payment	Payment: Synergy (Direct Debit)	RC INV 2760001716	-	748.40
7 Apr 2026	Spend Money	SuperChoice		-	12,723.45
7 Apr 2026	Payable Payment	Payment: Ampol Australia Petroleum Pty Ltd (Direct Debit)	INV 0001573467 DD	-	4,212.27
7 Apr 2026	Adjustment	Reconciliation adjustment		-	0.01
7 Apr 2026	Receivable Payment	Payment: Pure Green Group Pty Ltd	M-2604141	405.61	-
7 Apr 2026	Payable Payment	Payment: Elgas (BPAY)	INV 0365010731	-	157.17
7 Apr 2026	Payable Payment	Payment: HR Central (Direct Debit)	INV 33714	-	486.75
7 Apr 2026	Spend Money	Commonwealth Bank		-	62,836.93
8 Apr 2026	Receivable Payment	Payment: Resource Recovery Group	INV-81925	5,423.59	-
8 Apr 2026	Receivable Payment	Payment: William Geoffreys Pty Ltd	M-2604163	917.02	-
8 Apr 2026	Receivable Payment	Payment: Landscapes for Life	M-2603229	60.01	-
8 Apr 2026	Receive Money	Eftpos Sales		5,146.40	-
8 Apr 2026	Receive Money	Daily Cash Summary		112.00	-
8 Apr 2026	Receive Money	Daily Cash Summary		77.50	-
8 Apr 2026	Receive Money	Daily Cash Summary		73.50	-
8 Apr 2026	Receive Money	Daily Cash Summary		41.00	-
9 Apr 2026	Payable Payment	Payment: Focus Networks	Saas 15503	-	2,553.06
9 Apr 2026	Payable Payment	Payment: Craneswest (WA) Pty Ltd t/a Western Tree Recyclers	WMRC	-	33,235.77
9 Apr 2026	Payable Payment	Payment: AMC Commercial Cleaning (WA) Pty Ltd	Cleaning Services	-	2,571.80
9 Apr 2026	Payable Payment	Payment: Cr Paul Kelly	Bankwest	-	6,849.00
9 Apr 2026	Payable Payment	Payment: GHD Pty Ltd	INV 112-0274791	-	14,253.80
9 Apr 2026	Payable Payment	Payment: GHD Pty Ltd	INV 112-0274792	-	3,351.70
9 Apr 2026	Payable Payment	Payment: Wren Oil	WMRC	-	220.00
9 Apr 2026	Payable Payment	Payment: Post Newspapers	WMRC	-	892.03
9 Apr 2026	Payable Payment	Payment: Cr Peter Macintosh	WMRC	-	2,767.00
9 Apr 2026	Payable Payment	Payment: Cr Andrew Maurice	ANZ	-	3,460.00
9 Apr 2026	Payable Payment	Payment: Cr Brad Wylynko	WMRC	-	2,767.00

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
9 Apr 2026	Payable Payment	Payment: Cr Russell Jones	WMRC	-	2,767.00
9 Apr 2026	Payable Payment	Payment: Focus Networks	INV 11763G	-	1,736.90
9 Apr 2026	Payable Payment	Payment: Forget Your Books Pty Ltd	WMRC	-	201.82
9 Apr 2026	Payable Payment	Payment: Remondis Go Organics	INV 2523875	-	81,952.88
9 Apr 2026	Payable Payment	Payment: St John Ambulance Australia (Western Australia)	WMRC	-	119.60
9 Apr 2026	Receivable Payment	Payment: Town of Cambridge	M-2603451	685.00	-
9 Apr 2026	Receivable Payment	Payment: City of Nedlands	M-2603411	465.60	-
9 Apr 2026	Receivable Payment	Payment: Shire of Peppermint Grove	M-2604143	8,011.01	-
9 Apr 2026	Receivable Payment	Payment: Shire of Peppermint Grove	VV260228-4	5,694.12	-
9 Apr 2026	Receive Money	Eftpos Sales		6,157.37	-
9 Apr 2026	Receivable Payment	Payment: Tidy Up	M-2603250	624.43	-
9 Apr 2026	Receive Money	Daily Cash Summary		197.00	-
9 Apr 2026	Receive Money	Daily Cash Summary		102.50	-
9 Apr 2026	Spend Money	Commonwealth Bank		-	921.86
10 Apr 2026	Receivable Payment	Payment: Nedlands Garden Service	M-2602234	300.06	-
10 Apr 2026	Receive Money	Eftpos Sales		6,413.66	-
10 Apr 2026	Spend Money	SuperChoice		-	357.06
11 Apr 2026	Receive Money	Eftpos Sales		4,474.56	-
12 Apr 2026	Receive Money	Eftpos Sales		4,062.60	-
13 Apr 2026	Receivable Payment	Payment: Hancock Prospecting Pty Ltd	M-2604125	1,013.72	-
13 Apr 2026	Receivable Payment	Payment: Beldon Satellite & Cable Pty Ltd	M-2603404	35.00	-
13 Apr 2026	Receive Money	Eftpos Sales		7,113.01	-
13 Apr 2026	Receive Money	Daily Cash Summary		65.00	-
13 Apr 2026	Receive Money	Daily Cash Summary		32.50	-
13 Apr 2026	Receive Money	Daily Cash Summary		163.50	-
13 Apr 2026	Receivable Payment	Payment: Balanced Nature	M-2603403	151.20	-
13 Apr 2026	Receive Money	Daily Cash Summary		189.00	-
13 Apr 2026	Receive Money	Humanitix		18.45	-
14 Apr 2026	Receivable Payment	Payment: City of Subiaco	M-2604114	69,763.34	-
14 Apr 2026	Receivable Payment	Payment: Town of Victoria Park	M-2603455	27,563.73	-
14 Apr 2026	Receivable Payment	Payment: Chapex Labour	M-2603407	481.52	-
14 Apr 2026	Receivable Payment	Payment: Cleanaway Pty Ltd	M-2604116	4,642.52	-
14 Apr 2026	Adjustment	Reconciliation adjustment		0.01	-
14 Apr 2026	Receive Money	Eftpos Sales		5,909.40	-
15 Apr 2026	Payable Payment	Payment: SM and EP Martin	WMRC Rent	-	4,041.58
15 Apr 2026	Payable Payment	Payment: Remondis	C211015 / 1389906	-	2,318.45
15 Apr 2026	Payable Payment	Payment: Hecks Fire	INV 110957	-	429.00
15 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	1,980.00
15 Apr 2026	Payable Payment	Payment: Value Material Handling Pty Ltd t/aTotal Forklift Services	Job A901002903	-	182.60

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
15 Apr 2026	Payable Payment	Payment: CTI Security	ANZ	-	275.03
15 Apr 2026	Payable Payment	Payment: West Tip Waste Management	WMRC	-	5,956.50
15 Apr 2026	Payable Payment	Payment: Workpower Inc	WMRC	-	638.00
15 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	1,119.25
15 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	880.00
15 Apr 2026	Payable Payment	Payment: Focus Networks	INV 11767G	-	88.00
15 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	13,640.00
15 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	1,402.50
15 Apr 2026	Payable Payment	Payment: Total Green Recycling	WMRC	-	3,709.45
15 Apr 2026	Payable Payment	Payment: City of Cockburn	INV 131984	-	151,498.16
15 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	2,606.11
15 Apr 2026	Receivable Payment	Payment: West to West Group	M-2603461	358.70	-
15 Apr 2026	Receivable Payment	Payment: Coordinated Fitouts & Renovations	M-2603417	176.71	-
15 Apr 2026	Payable Payment	Payment: Elgas (BPAY)	INV 0365055170	-	157.17
15 Apr 2026	Payable Payment	Payment: Water Corporation(DD for RC and BPAY for Admin)	DD/ID 0166	-	343.70
15 Apr 2026	Receive Money	Eftpos Sales		8,742.79	-
15 Apr 2026	Spend Money	Commonwealth Bank		-	0.18
15 Apr 2026	Spend Money	Commonwealth Bank		-	4.09
15 Apr 2026	Spend Money	Commonwealth Bank		-	8.40
15 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card LEu	M T	-	3,000.00
16 Apr 2026	Receivable Payment	Payment: Project West	M-2603439	1,419.80	-
16 Apr 2026	Receivable Payment	Payment: Tidy Up	M-2603250	1,000.00	-
16 Apr 2026	Receivable Payment	Payment: City of Perth	M-2604112	125.85	-
16 Apr 2026	Receive Money	Eftpos Sales		4,674.29	-
17 Apr 2026	Receivable Payment	Payment: Martin Cuthbert Landscapes	M-2604131	309.60	-
17 Apr 2026	Receivable Payment	Payment: Methodist Ladies College	M-2603432	70.00	-
17 Apr 2026	Receive Money	Eftpos Sales		6,299.70	-
17 Apr 2026	Receivable Payment	Payment: Town of Mosman Park	M-2604155	27,260.67	-
17 Apr 2026	Receivable Payment	Payment: Town of Mosman Park	INV-81930	396.00	-
17 Apr 2026	Receivable Payment	Payment: Tidy Up	M-2603450	831.23	-
17 Apr 2026	Receive Money	Remondis Go Organics	Rebate - Cardboard	123.02	-
18 Apr 2026	Receive Money	Eftpos Sales		3,860.60	-
19 Apr 2026	Receive Money	Eftpos Sales		3,758.13	-
20 Apr 2026	Receivable Payment	Payment: Doug Buckeys Carpert Court	M-2604122	1,478.71	-
20 Apr 2026	Receivable Payment	Payment: Perth TLC Goup	M-2603435	248.01	-
20 Apr 2026	Receivable Payment	Payment: Balanced Nature	M-2604103	201.60	-
20 Apr 2026	Receive Money	Eftpos Sales		7,978.40	-
21 Apr 2026	Payable Payment	Payment: No Probs Plumbing and Electrical	INV 21269	-	3,072.66

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
21 Apr 2026	Payable Payment	Payment: Impact Environmental Consulting Pty Ltd	Conference	-	3,091.00
21 Apr 2026	Payable Payment	Payment: Mini-Tankers Australia Pty Ltd (Refueling Solutions)	W0523 WMRC	-	2,712.97
21 Apr 2026	Payable Payment	Payment: No Probs Plumbing and Electrical	INV 21234	-	345.95
21 Apr 2026	Payable Payment	Payment: Scott Printers	WMRC	-	1,380.50
21 Apr 2026	Payable Payment	Payment: Perth Furniture and Mattress Recycling	INV 1743	-	11,651.20
21 Apr 2026	Receive Money	Eftpos Sales		9,505.07	-
21 Apr 2026	Spend Money	Commonwealth Bank		-	62,366.77
21 Apr 2026	Receive Money	Daily Cash Summary		316.50	-
21 Apr 2026	Receive Money	Daily Cash Summary		112.50	-
21 Apr 2026	Receive Money	Daily Cash Summary		262.00	-
21 Apr 2026	Receive Money	Daily Cash Summary		195.50	-
21 Apr 2026	Receive Money	Daily Cash Summary		103.00	-
21 Apr 2026	Receive Money	Daily Cash Summary		102.40	-
21 Apr 2026	Receive Money	Daily Cash Summary		100.50	-
21 Apr 2026	Receive Money	Daily Cash Summary		57.00	-
22 Apr 2026	Receivable Payment	Payment: Town of Claremont	M-2604153	36,619.57	-
22 Apr 2026	Receive Money	Eftpos Sales		5,395.23	-
22 Apr 2026	Spend Money	SuperChoice		-	13,227.22
23 Apr 2026	Receivable Payment	Payment: City of South Perth	VV260331-8	73,028.23	-
23 Apr 2026	Receivable Payment	Payment: City of Fremantle	VV260331-7	39,912.41	-
23 Apr 2026	Receivable Payment	Payment: Sir Charles Gairdner Hospital	M-2603443	252.00	-
23 Apr 2026	Receivable Payment	Payment: Town of Cambridge	VV260331-3	70,069.99	-
23 Apr 2026	Receivable Payment	Payment: Town of Cambridge	M-2604152	685.00	-
23 Apr 2026	Receive Money	Eftpos Sales		5,225.83	-
24 Apr 2026	Receivable Payment	Payment: Town of Cottesloe	VV260228-6	23,486.94	-
24 Apr 2026	Receivable Payment	Payment: JewelBic Brothers Pty Ltd	M-2604126	853.80	-
24 Apr 2026	Receivable Payment	Payment: More Than A Mow	M-2604334	547.20	-
24 Apr 2026	Receivable Payment	Payment: UWA Building Services / Campus Management	M-2604158	429.90	-
24 Apr 2026	Receivable Payment	Payment: Value Electrical and Air Conditioning Services	M-2604360	277.51	-
24 Apr 2026	Receive Money	Eftpos Sales		5,126.96	-
24 Apr 2026	Receive Money	Daily Cash Summary		73.00	-
24 Apr 2026	Receive Money	Daily Cash Summary		145.00	-
25 Apr 2026	Receive Money	Eftpos Sales		3,671.10	-
26 Apr 2026	Receive Money	Eftpos Sales		4,480.00	-
27 Apr 2026	Receivable Payment	Payment: Presbyterian Ladies College	M-2604138	640.04	-
27 Apr 2026	Receive Money	Eftpos Sales		2,908.00	-
28 Apr 2026	Payable Payment	Payment: Elan Energy Matrix Pty Ltd	WMRC	-	611.56

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
28 Apr 2026	Payable Payment	Payment: Sheridans Pty Ltd	WestMetRegCouncil	-	82.34
28 Apr 2026	Payable Payment	Payment: AMC Commercial Cleaning (WA) Pty Ltd	Cleaning Services	-	2,571.80
28 Apr 2026	Payable Payment	Payment: Elan Energy Matrix Pty Ltd	WMRC	-	298.23
28 Apr 2026	Receive Money	Eftpos Sales		7,571.67	-
28 Apr 2026	Payable Payment	Payment: JD Diesel Services	INV 970	-	2,271.50
28 Apr 2026	Payable Payment	Payment: TPG Network Pty Ltd	Westpac Banking Co	-	250.79
28 Apr 2026	Payable Payment	Payment: Mini-Tankers Australia Pty Ltd (Refueling Solutions)	W0523 WMRC	-	5,832.32
28 Apr 2026	Payable Payment	Payment: Mini-Tankers Australia Pty Ltd (Refueling Solutions)	W0523 WMRC	-	4,532.35
28 Apr 2026	Payable Payment	Payment: People Sense	C200109 / 21848	-	235.90
28 Apr 2026	Payable Payment	Payment: Total Energies Marketing	INV 4099141655	-	2,040.24
28 Apr 2026	Payable Payment	Payment: West Tip Waste Management	WMRC	-	11,476.61
28 Apr 2026	Payable Payment	Payment: Australian Sweeper Corporation Pty Ltd	INV 532680	-	1,525.33
28 Apr 2026	Receivable Payment	Payment: Town of Victoria Park	M-2604156	34,126.65	-
28 Apr 2026	Receivable Payment	Payment: William Geoffreys Pty Ltd	M-2604363	729.81	-
28 Apr 2026	Receivable Payment	Payment: Dorrington Plumbing Gas & Electrical Pty Ltd	M-2604121	564.20	-
28 Apr 2026	Receivable Payment	Payment: Beldon Satellite & Cable Pty Ltd	M-2604104	140.00	-
28 Apr 2026	Payable Payment	Payment: Telstra (BPay)	T311 Apr26-May26	-	80.00
28 Apr 2026	Payable Payment	Payment: Elgas (BPAY)	INV 0365093720	-	171.25
28 Apr 2026	Receivable Payment	Payment: JJ Waste and Recycling	M-2604128	15,060.98	-
28 Apr 2026	Receivable Payment	Payment: JJ Waste and Recycling	M-2603427	8,107.25	-
29 Apr 2026	Receivable Payment	Payment: West to West Group	M-2604162	1,227.81	-
29 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card SDe	Sweep April 2026	-	11,303.57
29 Apr 2026	Receive Money	Eftpos Sales		6,855.70	-
29 Apr 2026	Receive Money	Daily Cash Summary		80.00	-
29 Apr 2026	Receive Money	Daily Cash Summary		263.50	-
29 Apr 2026	Receive Money	Daily Cash Summary		90.50	-
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	46,492.37
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	3,403.52
30 Apr 2026	Payable Payment	Payment: Bunnings Group Limited	2404/00127165	-	210.29
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	15,666.99
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	21,427.60
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	5,030.92
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	3,110.00

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	44,814.46
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	49,024.09
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	5,479.39
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	7,095.67
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	2,142.46
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	5,130.82
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	85,561.10
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	3,949.24
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	23,878.97
30 Apr 2026	Payable Payment	Payment: D&M Waste Management	WMRC	-	50,610.44
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	3,313.84
30 Apr 2026	Payable Payment	Payment: Perth Bin Hire	WMRC	-	9,373.58
30 Apr 2026	Payable Payment	Payment: AGM Automation North	WMRC	-	525.80
30 Apr 2026	Receivable Payment	Payment: City of Nedlands	M-2604111	777.90	-
30 Apr 2026	Receivable Payment	Payment: Coordinated Fitouts & Renovations	M-2604117	83.70	-
30 Apr 2026	Receivable Payment	Payment: City of Perth	M-2604312	27.38	-
30 Apr 2026	Receivable Payment	Payment: City of Vincent	VV260331-5	79,206.28	-
30 Apr 2026	Receivable Payment	Payment: City of Vincent	M-2604115	31,915.46	-
30 Apr 2026	Receivable Payment	Payment: City of Vincent	M-2603415	25,312.68	-
30 Apr 2026	Receivable Payment	Payment: City of Vincent	M-2604315	30,297.24	-
30 Apr 2026	Receivable Payment	Payment: Davidson Projects Pty	M-2604320	790.02	-
30 Apr 2026	Receivable Payment	Payment: Davidson Projects Pty	M-2604120	1,246.20	-
30 Apr 2026	Receive Money	Eftpos Sales		5,874.31	-
Total Commonwealth Cheque Account				1,084,995.73	977,509.87
Closing Balance				232,021.18	-
Commonwealth Credit Card BM					
Opening Balance				-	4,767.26
1 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Diamond Locksmiths - repair existng lockset	-	797.50
8 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC Officeworks - thermal Rolls	-	72.00
8 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Staff amenities - toolbox BBQ	-	74.09
17 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Bunnings - Gloves	-	458.30
23 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Officeworks - Toilet Tissue, Sticky Notes, Milk, Dishwash Liq, Paper	-	117.50
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card BM	Transfer BM CC March 2026	3,551.26	-
30 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Coles - Milk, milo, Sugar	-	27.90
Total Commonwealth Credit Card BM				3,551.26	1,547.29
Closing Balance				-	2,763.29

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
Commonwealth Credit Card LEu					
Opening Balance				-	937.66
2 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit for Office Mar002	-	18.37
8 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Australia Post - Stamps	-	5.10
8 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Australia Post - Postage	-	20.95
8 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Earthwise Community - Gift Card Apr26	-	30.00
8 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - PrintLogic - bin magnets	-	792.00
9 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Community Coffee - Cinnie Scrolls	-	28.00
9 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Events - Women of Warr	-	101.30
10 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Waste 2026 Conference e-ticket	-	1,595.15
13 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Australia Post - Registered Post	-	7.55
13 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit, milk & tea for office	-	30.52
14 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Casa Del Dolce - Interview Deidre	-	11.50
14 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Community Coffee Co - coffee meeting Mar26	-	11.60
15 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Dome Subiaco - Interview Zain	-	10.90
15 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card LEu	M T	3,000.00	-
16 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit for office Apr002	-	19.75
17 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Dome - Tea meeting	-	5.40
20 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	RC - Farmer Jacks - Milk for RC	-	8.85
20 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Dome - Coffee meeting	-	11.30
23 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Milk for Office	-	5.14
24 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit & milk for Office	-	19.74
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card LEu	Transfer LE CC March 2w026	860.44	-
29 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Louis Boeglin Cafe - farewell afternoon tea Rosie	-	57.90
29 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Community Coffee - Coffee for Office	-	65.00
Total Commonwealth Credit Card LEu				3,860.44	2,856.02
Closing Balance				66.76	-
Commonwealth Credit Card PW					
Opening Balance				-	708.42
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card PW	Transfer PW CC March 2026	708.42	-
Total Commonwealth Credit Card PW				708.42	-
Closing Balance				-	-

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)
Commonwealth Credit Card SDe					
Opening Balance				5,706.33	-
1 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Officeworks - A4 Binder	-	6.50
1 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	C&E-Adobe-Creative Cloud Pro FY2627 subscription	-	1,247.93
2 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - All blind repairs - repair meeting room blind	-	195.00
7 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Community Coffee Co - coffee meeting 2Apr26	-	11.80
7 Apr 2026	Payable Payment	Payment: ZettaGrid Pty Ltd (Direct Debit)	INV 612887265	-	816.20
7 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Hubspot - CRM - Helpdesk Software	-	2,052.01
8 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Deputy - roster program subscription Mar26	-	332.48
9 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Financial Reporting Workshop JH	-	2,310.00
15 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Officeworks - Sandisk USB stick 32GB	-	70.00
16 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Seek - ad for VV Lead	-	412.50
16 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Seek - ad for C&E Lead role	-	434.50
17 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Seek - ad for Site Operations Lead	-	621.50
23 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Officeworks - A4 Paper, Post-it notes and paper towels	-	163.00
24 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	C&E - Intuit MailChimp - Apr 26 monthly subscription	-	63.32
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card BM	Transfer BM CC March 2026	-	3,551.26
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card LEu	Transfer LE CC March 2w026	-	860.44
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card PW	Transfer PW CC March 2026	-	708.42
29 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card SDe	Sweep April 2026	11,303.57	-
Total Commonwealth Credit Card SDe				11,303.57	13,856.86
Closing Balance				3,153.04	-
Total				1,106,164.81	995,770.04

Account Transactions

WESTERN METROPOLITAN REGIONAL COUNCIL For the period 27 March 2026 to 28 April 2026

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)	RUNNING BALANCE (AUD)
Commonwealth Credit Card BM						
Opening Balance				-	3,551.26	(3,551.26)
31 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Anaconda - Handheld radios	-	1,116.00 ✓	(4,667.26)
31 Mar 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Coles - Gift Cards	-	100.00 ✓	(4,767.26)
1 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Diamond Locksmiths - repair existing lockset	-	797.50 ✓	(5,564.76)
8 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC Officeworks - thermal Rolls	-	72.00 ✓	(5,636.76)
8 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Staff amenities - toolbox BBQ	-	74.09 ✓	(5,710.85)
17 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Bunnings - Gloves	-	458.30 ✓	(6,169.15)
23 Apr 2026	Payable Payment	Payment: Brett McInnes CC Miscellaneous	RC - Officeworks - Toilet Tissue, Sticky Notes, Milk, Dishwash Liq, Paper	-	117.50 ✓	(6,286.65)
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card BM	Transfer BM CC March 2026	3,551.26	-	(2,735.39)
Total Commonwealth Credit Card BM				3,551.26	2,735.39	(2,735.39)
Closing Balance				-	2,735.39	(2,735.39)
Commonwealth Credit Card LEu						
Opening Balance				-	860.44	(860.44)
27 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit, milk & cleaning cloths for office	-	40.52 ✓	(900.96)
31 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Officeworks - Paper towels and soap	-	35.00 ✓	(935.96)
31 Mar 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Australia Post - Form to Commbiz	-	1.70 ✓	(937.66)
2 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit for Office Mar002	-	18.37 ✓	(956.03)
8 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Australia Post - Stamps	-	5.10 ✓	(961.13)
8 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Australia Post - Postage	-	20.95 ✓	(982.08)
8 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Earthwise Community - Gift Card Apr26	-	30.00 ✓	(1,012.08)
8 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - PrintLogic - bin magnets	-	792.00 ✓	(1,804.08)

Account Transactions

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)	RUNNING BALANCE (AUD)
9 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Community Coffee - Cinnie Scrolls	-	28.00 ✓	(1,832.08)
9 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Events - Women of Warr	-	101.30 ✓	(1,933.38)
10 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Waste 2026 Conference e-ticket	-	1,595.15 ✓	(3,528.53)
13 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	C&E - Australia Post - Registered Post	-	7.55 ✓	(3,536.08)
13 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit, milk & tea for office	-	30.52 ✓	(3,566.60)
14 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Casa Del Dolce - Interview Deidre	-	11.50 ✓	(3,578.10)
14 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Community Coffee Co - coffee meeting Mar26	-	11.60 ✓	(3,589.70)
15 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Dome Subiaco - Interview Zain	-	10.90 ✓	(3,600.60)
15 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to Commonwealth Credit Card LEu	M T	3,000.00 ✓	-	(600.60)
16 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit for office Apr002	-	19.75 ✓	(620.35)
17 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Dome - Tea meeting	-	5.40 ✓	(625.75)
20 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	RC - Farmer Jacks - Milk for RC	-	8.85 ✓	(634.60)
20 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Dome - Coffee meeting	-	11.30 ✓	(645.90)
23 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Milk for Office	-	5.14 ✓	(651.04)
24 Apr 2026	Payable Payment	Payment: Libby Eustance CC Miscellaneous	Admin - Farmer Jacks - Fruit & milk for Office	-	19.74 ✓	(670.78)
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card LEu	Transfer LE CC March 2w026	860.44	-	189.66
Total Commonwealth Credit Card LEu				3,860.44	2,810.34	189.66
Closing Balance				189.66	-	189.66
Commonwealth Credit Card SDe						
Opening Balance				-	530.64	(530.64)
27 Mar 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Farmer Jacks - Batteries	-	9.50 ✓	(540.14)
27 Mar 2026	Bank Transfer	Bank Transfer from Commonwealth Cheque Account to	M T	6,258.07 ✓	-	5,717.93

Account Transactions

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)	RUNNING BALANCE (AUD)
		Commonwealth Credit Card SDe				
31 Mar 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin-Community Coffee - coffee meeting	-	11.60 ✓	5,706.33
1 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Officeworks - A4 Binder	-	6.50 ✓	5,699.83
1 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	C&E-Adobe-Creative Cloud Pro FY2627 subscription	-	1,247.93 ✓	4,451.90
2 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - All blind repairs - repair meeting room blind	-	195.00 ✓	4,256.90
7 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Community Coffee Co - coffee meeting 2Apr26	-	11.80 ✓	4,245.10
7 Apr 2026	Payable Payment	Payment: Zetagrid Pty Ltd (Direct Debit)	INV 612887265	-	816.20 ✓	3,428.90
7 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Hubspot - CRM - Helpdesk Software	-	2,052.01 ✓	1,376.89
8 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Deputy - roster program subscription Mar26	-	332.48 ✓	1,044.41
9 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Financial Reporting Workshop JH	-	2,310.00 ✓	(1,265.59)
15 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Officeworks - Sandisk USB stick 32GB	-	70.00 ✓	(1,335.59)
16 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Seek - ad for WV Lead	-	412.50 ✓	(1,748.09)
16 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Seek - ad for C&E Lead role	-	434.50 ✓	(2,182.59)
17 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Seek - ad for Site Operations Lead	-	621.50 ✓	(2,804.09)
23 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	Admin - Officeworks - A4 Paper, Post-it notes and paper towels	-	163.00 ✓	(2,967.09)
24 Apr 2026	Payable Payment	Payment: Stuart Devenish CC Miscellaneous	C&E - Intuit MailChimp - Apr 26 monthly subscription	-	63.32 ✓	(3,030.41)
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card BM	Transfer BM CC March 2026	-	3,551.26 ✓	(6,581.67)
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card LEu	Transfer LE CC March 2w026	-	860.44 ✓	(7,442.11)
28 Apr 2026	Bank Transfer	Bank Transfer from Commonwealth Credit Card SDe to Commonwealth Credit Card PW	Transfer PW CC March 2026	-	708.42 ✓	(8,150.53)
Total Commonwealth Credit Card SDe				6,258.07	13,877.96	(8,150.53)
Closing Balance				-	8,150.53	(8,150.53)
Total				13,669.77	19,423.69	(5,753.92)

Account Transactions

DATE	SOURCE	DESCRIPTION	REFERENCE	DEBIT (AUD)	CREDIT (AUD)	RUNNING BALANCE (AUD)
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Debtors Report

WESTERN METROPOLITAN REGIONAL COUNCIL

As at 30 April 2026

Contact	1 Apr-29 Apr 2026	Mar 2026	Older	Total	
Brockway DiCOM Facility Pty Ltd ATF	0.00	0.00	328,936.83	328,936.83	DiCOM
Landscapes for Life	100.80	0.00	0.00	100.80	Paid 01/05/2026
Nedlands Garden Service	302.40	565.21	0.00	867.61	Outstanding - Account on Hold
Sir Charles Gairdner Hospital	0.00	352.80	0.00	352.80	Outstanding - queried
Suez Recycling & Recovery	4,023.84	0.00	0.00	4,023.84	Paid 04/05/2026
Tidy Up	1,500.00	0.00	0.00	1,500.00	Paid 02/05/2026
Town of Cottesloe	20,596.25	0.00	0.00	20,596.25	Paid 11/05/2026
UWA Building Services / Campus Management	192.40	0.00	0.00	192.40	Paid 07/05/2026
Total	26,715.69	918.01	328,936.83	356,570.53	

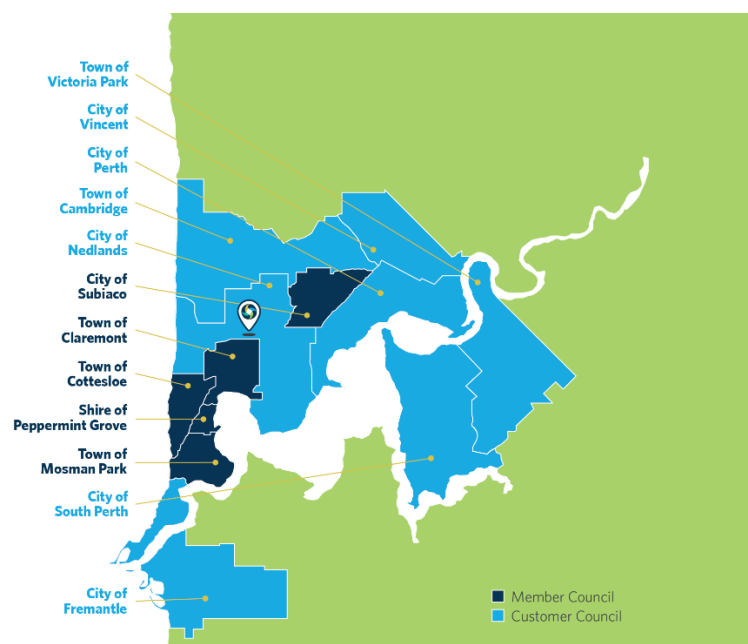
Council Plan



A Purpose Driven Organisation

The Western Metropolitan Regional Council (WMRC) is a regional local government established under the *Local Government Act 1995* to provide waste management, resource recovery and related services on behalf of its member councils. Through collaboration and shared investment, the WMRC enables its members to achieve outcomes that would be difficult, inefficient or impractical to deliver individually.

The WMRC operates as a service delivery, coordination and leadership body. Its core purpose is to support member councils in managing waste. This includes the provision of communication and education services and a waste transfer facility to receive, aggregate and haul material to processors. It also provides services on a commercial basis to other local governments along with commercial and residential customers.



As a regional entity, the WMRC occupies a distinct role within the local government sector. It does not replace the statutory responsibilities of its member councils, but rather acts in their collective interest, adding value through scale, expertise, coordination and strategic leadership. Decisions of the Council are guided by the agreed needs and priorities of its members, balanced with longer-term considerations of sustainability, resilience and system-wide performance.

The Strategic Framework

The Council Plan provides the overarching framework that guides the WMRC's direction over the medium to long term. It articulates the shared vision, strategic objectives and priorities that will inform decision-making, resource allocation and service delivery. The Plan recognises that the waste and resource recovery environment is subject to ongoing change, including shifting policy settings, market conditions, technology, and community expectations. As such, the Plan is intended to support both continuity and adaptability.

This Plan is framed around a set of interrelated strategic themes that collectively define the organisation's focus and direction over the planning period. At its core is a commitment to delivering reliable, safe and high-quality waste and resource recovery services for Member Councils, while optimising the performance, capacity and long-term value of key assets. This is supported by a strong emphasis on improving environmental performance through waste prevention, increased recovery and processing outcomes, and alignment with emerging markets for recovered resources.

The framework also recognises the importance of financial sustainability and market development, with a focus on strengthening commercial resilience, improving economies of scale and reducing reliance on member contributions over time. Alongside service delivery and financial considerations, the organisation seeks to play an active leadership role within the sector by influencing policy, regulation and market settings, and by collaborating with government and industry to support effective waste management and resource recovery outcomes.

Community engagement and behaviour change are integral to achieving these objectives, ensuring that services and initiatives are supported by informed participation and consistent messaging across the region. Underpinning all strategic themes is a focus on organisational capability and resilience, including workforce development, governance, risk management and long-term financial planning. Together, these elements provide a coherent strategic foundation to guide decision-making, investment and advocacy, and to position the organisation to respond effectively to changing conditions, expectations and opportunities.

This Plan is for adoption by Council following a public comment period. During this period, the accompanying Corporate Plan 2026 was also made available to help readers not only understand the strategic directions, but also the practical means by which the Council Plan will be implemented.

From Strategy to Action

This Council Plan establishes a clear line of sight between the purpose of the organisation and its actions. It provides the foundation for more detailed planning instruments, including the Corporate Plan and supporting strategies, and enables the Council and administration to align operational activity with agreed strategic intent.



Through this framework, the WMRC seeks to deliver practical outcomes for its member councils while also exercising leadership within the broader waste and resource recovery system — supporting improved environmental performance, financial sustainability and long-term value for the communities the members represent.

Foundations of the Organisation



Purpose

To fulfill the shared-service purposes of the organisation as set out in the Establishment Agreement

The WMRC was established under its Establishment Agreement of 2003 to enable member councils to collaboratively plan, deliver, and manage waste management and resource recovery services. The Agreement provides the foundation for cost-effective, coordinated waste related service delivery, the development and operation of regional waste infrastructure, and the promotion of sustainable waste practices including recycling, reuse, and resource recovery.



Vision

To support and serve our member councils by optimising environmental outcomes, delivering economic efficiency and achieving excellence in community-focused service delivery.

The vision captures the organisation's long-term ambition to balance sustainability, financial responsibility, and high-quality service. It reflects a commitment to environmentally responsible waste management and resource recovery, the efficient use of resources and infrastructure, and the delivery of services that meet the needs and expectations of member councils and the communities they represent. This vision provides a clear guiding direction for strategic planning and decision-making across the organisation



Values

The WMRC's value statements guide how the organisation operates, makes decisions, and delivers services. Together, these values set clear expectations for behaviour and performance, ensuring the organisation acts consistently, effectively, and in the best interests of member councils and the community.

Value Statement

Behavioural Examples



Integrity driven

We act with integrity and professionalism, providing timely, well-researched, and evidence-based advice to support informed decision-making in the best interests of the whole community

- Provide objective, impartial, and accurate advice.
- Act lawfully, ethically, and transparently.
- Respect the distinct roles of Councillors and officers.
- Declare and manage conflicts of interest appropriately.



Service focused

We design and deliver our services to meet the needs of our Member Councils, customers, and the broader community in a responsive, professional, and reliable manner.

- Put Member Councils and customers at the centre of service design.
- Respond promptly and communicate clearly.
- Take ownership of issues through to resolution.
- Seek feedback and improve services over time.



Financially responsible

We manage public resources prudently and transparently, ensuring value for money and long-term financial sustainability in all services we provide.

- Spend public funds responsibly and within delegation.
- Seek efficiencies without compromising service quality or safety.
- Maintain accurate financial records and reporting.
- Consider whole-of-life costs and long-term impacts as part of decision making



Collaborative

We work constructively with Member Councils, State agencies, contractors, and stakeholders, recognising that strong partnerships are fundamental to successful shared services.

- Build respectful, professional relationships.
- Share information openly and appropriately.
- Engage early to resolve issues collaboratively.
- Support shared problem-solving and regional outcomes



Accountable for performance

We set clear objectives, take ownership of outcomes, and continuously improve our performance to deliver efficient, effective, and measurable services.

- Set and monitor clear goals and performance indicators.
- Take responsibility for outcomes and decisions.
- Use data, reporting, and feedback to drive improvement.
- Learn from experience and adapt where required.



Safety

We prioritise workplace health and safety above all else, recognising the high-risk nature of our operations and the importance of safe work practices in protecting our people and the public.

- Follow safe systems of work and WHS obligations.
- Stop work whenever health or safety may be compromised.
- Identify and manage risks proactively.
- Care for personal wellbeing and that of others.



Environmentally responsible

We are committed to protecting the environment by applying industry best practice, complying with regulatory requirements, and improving community awareness, understandings and behaviours that improve environmental outcomes.

- Actively identify and minimise environmental risks in all projects and operations.
- Follow environmental policies, procedures, and legislative requirements without exception.
- Participate in and conduct training and initiatives that improve environmental knowledge and performance.
- Monitor, report, and review environmental outcomes, seeking opportunities for improvement.
- Collaborate with Member Councils, contractors, and stakeholders to achieve positive environmental outcomes.

The Plan

The WMRC's strategic framework is structured around six interrelated themes that guide the organisation's priorities, decision-making, and service delivery. These themes articulate a clear strategic intent, desired outcomes, and key directions, ensuring that the WMRC operates efficiently, sustainably, and proactively while responding to emerging opportunities, regulatory changes, and community expectations.

THEME ONE	Service excellence & asset optimisation	
Strategic Intent	Deliver reliable, safe and high-quality waste management and resource recovery services that meet current and emerging member and customer needs, while optimising the performance, capacity and value of core assets.	
Strategic Outcomes	<ul style="list-style-type: none">• Services are resilient, scalable and aligned with Member Council requirements• Core assets are optimised for efficiency, safety and long-term utilisation• The organisation is positioned to respond to changes in waste volumes, composition and service expectations	
Strategic Directions	<ul style="list-style-type: none">• Optimise waste receipt, aggregation, haulage and processing services across the catchment• Implement long-term asset planning to guide infrastructure and technology decisions• Improve service accessibility and operational flexibility to meet evolving demand	

THEME
TWO

Environmental performance & resource recovery



Strategic Intent

Maximise environmental performance through waste prevention, increased resource recovery and processing outcomes, whilst maintaining cost-effective service delivery.

Strategic Outcomes

- Reduced household waste generation
- Improved material recovery from waste streams
- Processing capability aligned with current and emerging recovery markets

Strategic Directions

- Apply industry best practice and continuous improvement in waste management and processing
- Prioritise initiatives that reduce waste generation and increase material recovery
- Support the transition of recovered materials from waste to viable resources

THEME
THREE

Market development & financial stability



Strategic Intent

Strengthen the organisation's financial sustainability by growing self-generated revenue streams, improving economies of scale and supporting the development of viable markets for recovered resources.

Strategic Outcomes

- Reduced reliance on member Service Delivery Charges
- Improved cost efficiency across services and waste streams
- Increased commercial resilience in the face of market volatility

Strategic Directions

- Identify and pursue opportunities to increase throughput, scale and commercial activity
- Support market development for recovered resources capable of trading at scale
- Align business and financial strategies to long-term investment and asset requirements

**THEME
FOUR**

Policy influence & sector leadership



Strategic Intent

Influence policy, regulation and market settings to support effective waste prevention (avoidance/reuse) and waste management (reuse/recover) for Member Councils and the broader sector.

Strategic Outcomes

- Policy settings that enable waste prevention and effective management
- Strong relationships with government, regulators and industry stakeholders
- Recognition as a credible regional leader and advocate

Strategic Directions

- Advocate for regulatory and market reforms that support recovered resource commoditisation
- Actively contribute to State and Federal waste and resource recovery policy development
- Collaborate with sector partners to share knowledge and demonstrate thought leadership

**THEME
FIVE**

Community engagement & behaviour change



Strategic Intent

- Support and influence community behaviour to reduce waste generation and improve participation in best-practice waste management and resource recovery systems.

Strategic Outcomes

- Improved community understanding of waste avoidance and correct disposal
- Increased participation in reuse and recovery programs
- Consistent messaging and alignment with Member Council initiatives

Strategic Directions

- Deliver targeted education and communication initiatives focused on behaviour change
- Work collaboratively with Member Councils to promote consistent best practice
- Align community engagement with the broader objective of waste prevention and beneficial reuse/recovery

THEME
SIX

Organisational capability & resilience



**Strategic
Intent**

Maintain a capable, adaptable and resilient organisation that can sustainably deliver services, manage risk and support long-term strategic objectives.

**Strategic
Outcomes**

- A skilled, engaged and supported workforce
- Strong governance, risk management and financial planning frameworks
- Capacity to respond to change, growth and emerging challenges

**Strategic
Directions**

- Develop workforce capability, capacity and succession to support service delivery and growth
- Invest in leadership, professional development and employee wellbeing
- Maintain robust long-term financial planning and risk management aligned to strategic priorities

Indicators of Success

To support effective monitoring and reporting, a suite of performance indicators has been identified for each strategic theme. These indicators are intended to provide a balanced view of organisational performance. While not exhaustive, they are designed to track progress against strategic intent, inform decision-making, and highlight areas requiring attention or further action over time.

	Strategic Intent	Performance indicators
	Service Excellence & Asset Optimisation	<ul style="list-style-type: none"> • Frequency and severity of unplanned service disruptions • Customer satisfaction ratings • Lost Time Injury Frequency Rate (LTIFR)
	Environmental Performance & Resource Recovery	<ul style="list-style-type: none"> • Waste generation per capita/household trend • Material transitioned to viable end markets • Contamination rate of key recovered materials
	Market Development & Financial Sustainability	<ul style="list-style-type: none"> • Proportion of revenue from non-member charges and recovered material sales • Net cost per tonne managed (trend) • Operating result versus budget
	Policy Influence & Sector Leadership	<ul style="list-style-type: none"> • Number of policy submissions/advocacy initiatives delivered • Stakeholder engagement • Recognition as sector leader
	Community Engagement & Behaviour Change	<ul style="list-style-type: none"> • Community participation rates • Number of joint initiatives delivering measurable outcomes with Member Councils • Messaging exposure and audience reach
	Organisational Capability & Resilience	<ul style="list-style-type: none"> • Employee engagement and satisfactory scores • Staff turnover and critical role vacancy rates • Financial sustainability indicators

Corporate Plan

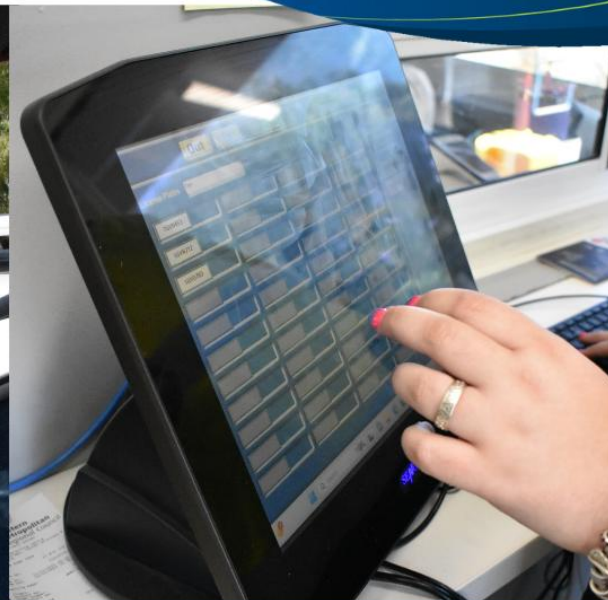


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1. Introduction

The Western Metropolitan Regional Council (WMRC) is a regional local government established under the *Local Government Act 1995* to provide waste management, resource recovery and related services on behalf of its member councils. Through collaboration and shared investment, the WMRC enables its members to achieve outcomes that would be difficult, inefficient or impractical to deliver individually.

The WMRC operates as a service delivery, coordination and leadership body. Its core purpose is to support member Councils in managing waste. This includes the provision communication and education services and a waste transfer facility to receive, aggregate and haul material to processors. It also provides services on a commercial basis to other local governments along with commercial and residential customers

The WMRC's role and functions are set out in the Establishment Agreement (1998) signed by its five Member Councils:

- Town of Claremont
- Town of Cottesloe
- Town of Mosman Park
- Shire of Peppermint Grove
- City of Subiaco

The Recycling Centre is located on Brockway Road, Shenton Park. Operated by the WMRC, it provides essential municipal and commercial waste transfer services. The West Metro Recycling Centre also provides recycling and problematic waste services to its Member Councils and surrounding communities. The licensed capacity of the Centre is 155,500 tonnes per annum.

The Town of Cambridge and the City of Nedlands have entered into Memoranda of Understanding with the WMRC. Under these agreements, each council makes an annual financial contribution to support Recycling Centre operations, in return for their residents receiving free access to the facilities and services.

2. Corporate Plan Overview

2.1 Regulatory Requirements

The WMRC's *Plan for the Future* is made up of this Corporate Plan 2026 and the Council Plan 2026. Under *Local Government (Administration) Regulations 1996* Regulation 19DA (3), a Corporate Plan is to:

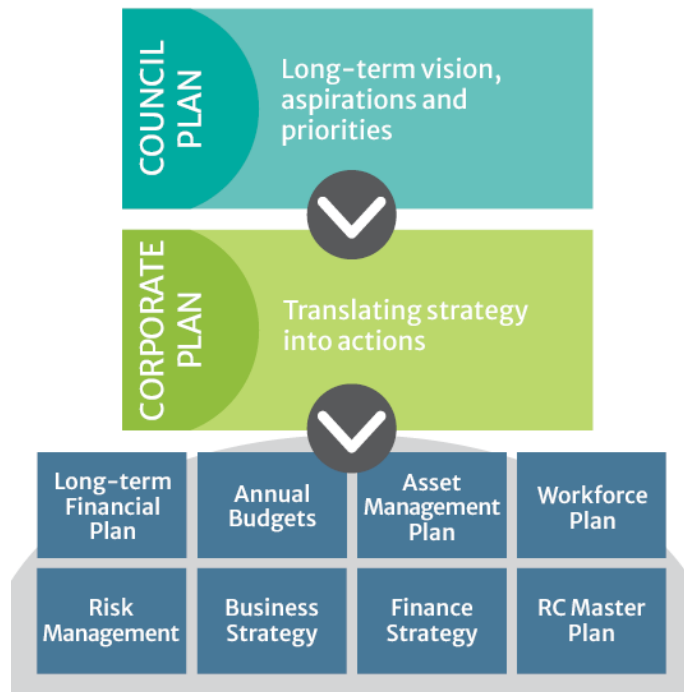
- a. set out, consistent with any relevant priorities included in the Council Plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district.
- b. govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources.
- c. develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

Section 6.2(2) of the *Local Government Act 1995* requires a local government to correlate its planning with each annual budget. The various planning documents are prepared in line with the guidelines of the Department of Local Government, Industry Regulation and Safety (LGIRS) as applicable at the time of writing.

3. Council Plan 2026

The WMRC Council Plan is the organisation’s principal strategy and planning tool. It provides the overarching framework that guides the WMRC’s direction over the medium to long term. It articulates the shared vision, strategic objectives and priorities that inform decision-making, resource allocation and service delivery.

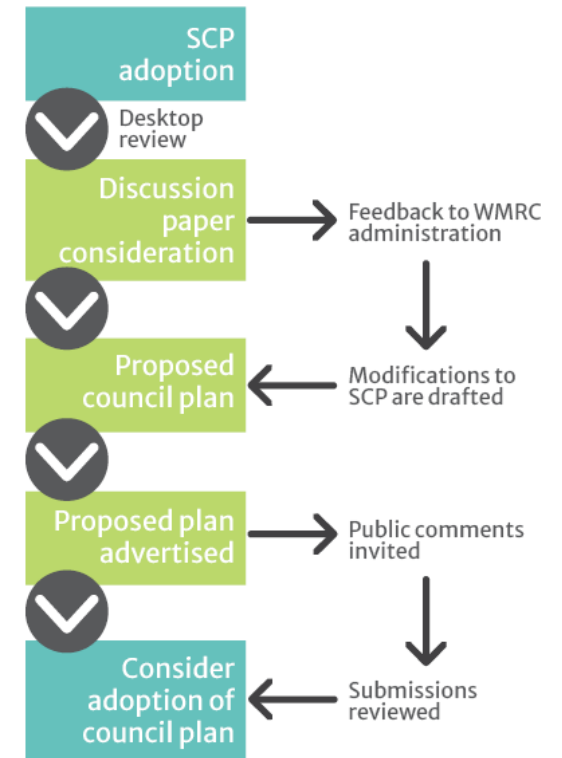
The Council Plan was prepared following a review methodology that involved consideration by member Councils of a Discussion Paper informing the strategic directions to be pursued.



This Council Plan provides the foundation for more detailed planning instruments, including the Corporate Plan and supporting strategies, and enables the Council and administration to align operational activity with agreed strategic intent.

Through this framework, the WMRC seeks to deliver practical outcomes for its member Councils while also exercising leadership within the broader waste and resource recovery system — supporting improved environmental performance, financial sustainability and long-term value for the communities the members represent.

Council Plan Review Methodology



3.1 WMRC Purpose

The Council Plan articulates the purpose for the WMRC as:



Purpose

To fulfill the shared-service purposes of the organisation as set out in the Establishment Agreement

3.2 WMRC Vision

The Council Plan articulates the vision for the WMRC as:



Vision

To support and serve our member councils by optimising environmental outcomes, delivering economic efficiency and achieving excellence in community-focused service delivery.

3.3 WMRC Values

Value statements guide how the organisation operates, makes decisions, and delivers services. Together, the values set clear expectations for behaviours and performance, ensuring the organisation acts consistently, effectively and in the best interests of member Councils and the community.

Value statements set out in the Council Plan address:

- Integrity
- Service focus
- Financial responsibility
- Collaboration
- Accountability for performance
- Safety
- Environmental responsibility



3.4 Key Strategies

The six strategic themes of the Council Plan 2026 are:

THEME ONE	Service excellence & asset optimisation	
THEME TWO	Environmental performance & resource recovery	
THEME THREE	Market development & financial stability	
THEME FOUR	Policy influence & sector leadership	
THEME FIVE	Community engagement & behaviour change	
THEME SIX	Organisational capability & resilience	

For each strategic theme, the Council Plan sets out strategic intents, strategic outcomes and strategic directions. These form the foundation of the actions set out in this Corporate Plan.

4 Key Actions

The action areas outlined in this Plan are intended to give effect to the strategic intent of the Council Plan and deliver the desired strategic outcomes in line with the adopted directions. Across the six strategic themes, the Plan identifies 29 action areas comprising a total of 74 actions.

Actions have been prioritised to support effective planning and delivery, with consideration given to their relative:

- **Strategic importance** — including criticality to service delivery, alignment with strategic directions, and whether the action supports other initiatives
- **Time sensitivity** — whether the action is ongoing, requires immediate attention, or is medium-term
- **Dependencies and sequencing** — whether the action enables other actions or can be progressed independently

Based on this assessment, 16 actions are identified as Priority 1, 27 as Priority 2 and 31 as Priority 3.



The prioritisation framework is intended to guide resource allocation, work programming and sequencing across teams.

Theme 1: Service Excellence and Asset Optimisation

Strategic Objective

Deliver reliable, safe and high-quality waste and resource recovery services that meet current and emerging member and customer needs, while optimising the performance, capacity and value of core assets.

Strategic Outcomes

- Services are resilient, scalable and aligned with Member Council requirements
- Core assets are optimised for efficiency, safety and long-term utilisation
- The organisation is positioned to respond to changes in waste volumes, composition and service expectations

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
1.1 Service Performance and Review	1.1.1 Maintain ongoing review of service performance, capacity and demand across waste streams to ensure services remain reliable, scalable and aligned with current and emerging Member Council requirements	CEO	All leadership group	1	✓	✓	✓	✓
	1.1.2 Prepare a Business Continuity Plan to ensure critical services remain operational in the event of disruptions, market volatility or changes in waste volume or composition	CEO	COO	1	✓			
	1.2.1 Improve the use of operational data and analytics to inform service	COO	Projects Lead	1	✓			

1.2 Asset Optimisation	planning, asset utilisation and performance optimisation							
	1.2.2 Actively manage throughput and capacity across facilities to optimise utilisation of existing assets and respond to fluctuations in waste volumes	COO	Site Operations Lead	1	✓	✓	✓	✓
1.3 Flexibility and Responsiveness	1.3.1 Review service accessibility, operating models and customer interfaces to ensure services remain responsive to evolving Member Council, commercial and community needs	CEO	COO, Verge Valet Lead	2	✓	✓	✓	✓
	1.3.2 Incorporate flexibility and modularity into service models and infrastructure planning to allow timely response to changes in waste streams, technologies and regulatory requirements	COO	Projects Lead	3		✓	✓	✓
	1.3.3 Assess and implement appropriate processes, systems and technologies to improve operational efficiency, safety, customer experience and service adaptability	COO	Projects Lead	2		✓	✓	✓
1.4 Safety Systems	1.4.1 Keep under review safety roles, responsibilities and accountabilities across all levels of the organisation	CEO	All leadership group members	2	✓	✓	✓	✓

	1.4.2	Maintain and promote a robust incident and near-miss reporting system to support early identification of hazards and learning opportunities	COO	All leadership group members	1	✓	✓	✓	✓
	1.4.3	Support continuous improvement processes to deliver safe, consistent and high-quality service delivery	CEO	All leadership group members	2	✓	✓	✓	✓

Theme 2: Environmental Performance and Resource Recovery

Strategic Objective
 Maximise environmental performance through waste prevention, increased resource recovery and processing outcomes, whilst maintaining cost-effective service delivery.

- Strategic Outcomes**
- Reduced waste generation proportionally
 - Improved recovery rates and diversion from landfill
 - Processing capability aligned with current and emerging recovery markets

Action Area	Description	Lead	Key Participants	Priority	Programming				
					2026/27	2027/28	2028/29	2029/30	
2.1 Waste Prevention and Demand Reduction	2.1.1	Implement targeted waste avoidance programs with member Councils, focusing on high-impact streams	C&E Lead	S&C Lead	1	✓	✓	✓	✓
	2.1.2	Develop and deliver education and behaviour-change initiatives to reduce waste generation at source, including	C&E Lead	S&C Lead	1	✓	✓	✓	✓

		guidance on material reuse and smarter procurement							
	2.1.3	Collaborate with member Councils to promote waste-avoidance principles in planning, building approvals and public procurement policies	C&E Lead	S&C Lead	2		✓		
2.2 Improved Resource Recovery and Diversion	2.2.1	Review and optimise existing collection, sorting and processing systems to improve material recovery rates and reduce residual waste to landfill	C&E Lead	COO, Site Operations Lead	3	✓	✓	✓	✓
	2.2.2	Review and optimise recovery streams for priority materials where viable markets exist or are emerging	COO	S&C Lead	3	✓	✓	✓	✓
2.3 Processing Capability and Infrastructure Alignment	2.3.1	Assess processing infrastructure capacity to evaluate alignment with current and forecast waste streams and recovery markets	S&C Lead	COO, C&E Lead	2		✓	✓	
	2.3.2	Identify opportunities for processing technologies that improve material quality, recovery efficiency and market readiness	S&C Lead	COO	3		✓	✓	
	2.3.3	Assess barriers and enablers for the private sector to undertake materials processing to maximise resource recovery and value from waste.	S&C Lead	C&E Lead	1	✓	✓	✓	

2.4 Market Development and Resource Transition	2.4.1	Support the transition of recovered materials from 'waste' to 'resource' by identifying opportunities for market development partnerships with industry and government	S&C Lead	C&E Lead	3	✓	✓	✓	✓
	2.4.2	Advocate for improved material specifications and consistency to increase uptake of recovered materials, by identifying priority materials and their market opportunity	S&C Lead	C&E Lead	3	✓	✓	✓	✓
	2.4.3	Document material flows to demonstrate the economic and environmental value of recovered resources	S&C Lead	C&E Lead	2	✓	✓	✓	✓

Theme 3: Market Development, Revenue and Financial Sustainability

Strategic Objective

Strengthen the organisation’s financial sustainability by growing self-generated revenue streams, improving economies of scale and supporting the development of viable markets for recovered resources.

Strategic Outcomes

- Reduced reliance on member Service Delivery Charges
- Improved cost efficiency across services and waste streams
- Increased commercial resilience in the face of market volatility

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
3.1 Business Strategy	3.1.1 Prepare a framework for emerging opportunities, including a basis for scenario modelling; market insights, feasibility assessments, strategic options, implementation planning	Projects Lead	CEO, COO	1	✓			
	3.1.2 Identify and pursue opportunities for increased throughput at the Recycling Centre	COO	Projects Lead	3	✓	✓	✓	✓
	3.1.3 Identify and pursue opportunities to provide contract services	S&C	COO, Verge Valet Lead	1	✓	✓	✓	✓

3.2 Recovered Resource Market Development	3.2.1 Investigate ways to enable large-scale markets for recovered resources, including improvement in the quality of recovered materials to support uptake	S&C Lead	C&E Lead	2			✓	✓
3.3 Business Case Framework for Capital Investment	3.3.1 Apply a consistent business case framework for all significant capital and operational investments, including whole-of-life costs, revenue potential and impact on member charges	CEO	COO, Projects Lead, Finance Lead	2	✓	✓	✓	✓
3.4 Funding Opportunities	3.4.1 Prepare a financial strategy that identifies and evaluates funding methods for major capital investments	Projects Lead	CEO, Finance Lead	1	✓			
3.5 Pricing	3.5.1 Keep under review a cost-reflective pricing framework that supports commercial competition and underpins sustainable long-term revenue	COO	Finance Lead	2	✓	✓	✓	✓

Theme 4: Policy Influence and Sector Leadership

Strategic Objective

Influence policy, regulation and market settings to support effective waste prevention (avoidance/reuse) and waste management (reuse/recover) for Member Councils and the broader sector.

Strategic Outcomes

- Policy settings that enable waste prevention and effective management
- Strong relationships with government, regulators and industry stakeholders
- Recognition as a credible regional leader and advocate

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
4.1 Policy Advocacy and Reform	4.1.1 Develop and maintain a coordinated policy advocacy agenda that reflects Member Council priorities and regional waste and resource recovery challenges	S&C Lead	CEO, C&E Lead	2	✓	✓	✓	✓
	4.1.2 Advocate for regulatory reforms that support waste avoidance, reuse and recovery, including end-of-waste frameworks and product stewardship	S&C Lead	CEO, C&E Lead	1	✓	✓	✓	✓
	4.1.3 Provide evidence-based submissions and position papers to State and Federal government on proposed waste, environmental and circular economy policies	S&C Lead	CEO, C&E Lead	2	✓	✓	✓	✓

	4.1.4	Monitor legislative and regulatory developments and proactively engage with policymakers to influence outcomes that support effective waste management and resource recovery	S&C Lead	CEO, C&E Lead	3	✓	✓	✓	✓
4.2 Government and Regulator Engagement	4.2.1	Establish and maintain regular engagement with relevant government agencies	S&C Lead	All leadership group	2	✓	✓	✓	✓
	4.2.2	Participate in advisory committees, reference groups and working groups relating to waste, resource recovery and environmental regulation	CEO	All leadership group	1	✓	✓	✓	✓
4.3 Market and Industry Leadership	4.3.1	Support initiatives that improve market confidence in recovered resources, including quality standards, specifications and data transparency	S&C Lead	CEO, C&E Lead	2	✓	✓	✓	✓
4.4 Sector Collaboration and Knowledge Sharing	4.4.1	Collaborate with local government, regional waste groups and peak bodies to share knowledge, coordinate advocacy and amplify sector influence	S&C Lead	CEO, C&E Lead	2	✓	✓	✓	✓
	4.4.2	Host or participate in regional forums, workshops and conferences to disseminate best practice and emerging policy insights	S&C Lead	CEO, C&E Lead	3	✓	✓	✓	✓

	4.4.3	Contribute case studies and practical insights to sector publications, policy discussions and professional networks	S&C Lead	CEO, C&E Lead	3	✓	✓	✓	✓
4.5 Thought Leadership and Regional Advocacy	4.5.1	Position the organisation as a credible regional leader by publishing insights, data and analysis on waste prevention, recovery and market development	CEO	COO, S&C Lead	2	✓	✓	✓	✓
	4.5.2	Develop and maintain a reputation for constructive, solutions-focused advocacy that balances environmental outcomes with operational and financial realities	CEO	COO, S&C Lead	3	✓	✓	✓	✓

Theme 5: Community Engagement and Behaviour Change

Strategic Objective

Support and influence community behaviour to reduce waste generation and improve participation in best-practice waste management and resource recovery systems.

Strategic Outcomes

- Improved community understanding of waste avoidance and correct disposal
- Increased participation in reuse and recovery programs
- Consistent messaging and alignment with Member Council initiatives

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
5.1 Targeted Education and Behaviour Change	5.1.1 Regularly evaluate education programs to measure behaviour change outcomes and refine future initiatives	C&E Lead	S&C Lead	1	✓	✓	✓	✓
5.2 Consistent Messaging and Member Council Alignment	5.2.1 Work collaboratively with Member Councils to develop consistent regional messaging on waste avoidance, reuse and recovery	C&E Lead	S&C Lead	2	✓	✓	✓	✓
	5.2.2 Provide shared education resources, templates and communication tools to support consistent messaging across member Council boundaries	C&E Lead	S&C Lead	2	✓	✓	✓	✓
	5.2.3 Maintain regular coordination with Member Councils to plan and review	C&E Lead	S&C Lead	3	✓	✓	✓	✓

	education priorities and engagement activities								
5.3 Promotion of Reuse and Recovery Programs	5.3.1 Increase awareness and correct use of resource recovery facilities, including acceptable materials and contamination reduction	C&E Lead	S&C Lead	3	✓	✓	✓	✓	
	5.3.2 Collaborate with Member Councils to improve community participation in new or expanded recovery services	C&E Lead	S&C Lead	3	✓	✓	✓	✓	
5.4 Community Partnerships and Engagement Channels	5.4.1 Build and maintain partnerships with schools, community groups, industry and not-for-profit organisations to extend the reach of engagement initiatives	C&E Lead	S&C Lead	2	✓	✓	✓	✓	
	5.4.2 Use a mix of engagement channels, including digital platforms, on-site education, events and face-to-face outreach, to reach diverse audiences	C&E Lead	S&C Lead	2	✓	✓	✓	✓	
	5.4.3 Report on community engagement outcomes, including participation rates and contamination trends, as part of corporate performance reporting	C&E Lead	S&C Lead	3	✓	✓	✓	✓	

Theme 6: Organisational Capability and Resilience

Strategic Objective

Maintain a capable, adaptable and resilient organisation that can sustainably deliver services, manage risk and support long-term strategic objectives.

Strategic Outcomes

- A skilled, engaged and supported workforce
- Strong governance, risk management and financial planning frameworks
- Capacity to respond to change, growth and emerging challenges

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
6.1 Workforce Capability, Capacity and Succession	6.1.1 Undertake annual workforce planning to ensure organisational capability and capacity align with current services and future growth	CEO	All leadership group	3	✓	✓	✓	✓
	6.1.2 Identify critical roles and develop succession and knowledge-transfer plans to mitigate workforce and capability risk	CEO	All leadership group	2	✓			
	6.1.3 Maintain contemporary position descriptions and capability frameworks aligned to strategic and operational requirements	CEO	All leadership group	3	✓	✓	✓	✓

	6.1.4	Use a mix of recruitment, contracting and partnerships to address specialist skill gaps and peak workload demands	CEO	All leadership group	3	✓	✓	✓	✓
6.2 Safety Leadership and Culture	6.2.1	Promote strong safety leadership at all levels, reinforcing that workplace health and safety is a core organisational value	CEO	All leadership group	1	✓	✓	✓	✓
	6.2.2	Encourage a proactive safety culture that supports early hazard identification, reporting and continuous improvement	CEO	All leadership group	1	✓	✓	✓	✓
	6.2.3	Develop effective WHS reporting capability to effectively measure and manage safety performance	CEO	COO	2	✓			
6.3 Leadership Development and Culture	6.3.1	Invest in leadership development programs to build strategic, operational and people leadership capability	CEO	All leadership group	3	✓	✓	✓	✓
	6.3.2	Foster a culture of accountability, continuous improvement and collaboration aligned with organisational value	CEO	All leadership group	2	✓	✓	✓	✓
	6.3.3	Support service leads to effectively lead change, manage performance and build engaged teams	CEO	All leadership group	3	✓	✓	✓	✓

	6.3.4	Regularly assess organisational culture and leadership effectiveness and implement improvement actions	CEO	All leadership group	3	✓	✓	✓	✓
6.4 Professional Development and Employee Wellbeing	6.4.1	Provide structured professional development and training aligned to role requirements and regulatory change	CEO	All leadership group	3	✓	✓	✓	✓
	6.4.2	Support employee wellbeing through proactive health, safety and wellbeing initiatives, including programs that assist physical and psychological health and injury prevention	CEO	All leadership group	3	✓	✓	✓	✓
	6.4.3	Monitor workforce engagement and wellbeing indicators and respond to identified risks	CEO	All leadership group	3	✓	✓	✓	✓
	6.5.1	Maintain robust governance frameworks that support clear decision-making, accountability and compliance	CEO	All leadership group	2	✓	✓	✓	✓
6.5 Governance and Risk Management	6.5.2	Ensure risk management is embedded in planning, project delivery and operational decision-making	CEO	All leadership group	2	✓	✓	✓	✓
	6.5.3	Maintain and regularly review safe work procedures and risk registers for all operational and high-risk activities	CEO	All leadership group	2	✓	✓	✓	✓

	6.5.4	Provide regular reporting to Council on governance, risk and compliance	CEO	All leadership group	3	✓	✓	✓	✓
6.6 Financial Sustainability and Long-Term Planning	6.6.1	Prepare an updated Long Term Financial Plan incorporating inputs from all relevant informing strategies and plans including the Recycling Centre Master Plan, Asset Management Plan, Business Strategy, Financial Strategy and Workforce Plan	Finance Lead	CEO, Projects Lead	2	✓			
	6.6.2	Apply prudent financial management practices to ensure sustainable service delivery and intergenerational equity	CEO	Finance Lead	3	✓	✓	✓	✓
	6.6.3	Monitor financial performance, key assumptions and emerging risks, and adjust plans as required	Finance Lead	CEO	3	✓	✓	✓	✓
	6.6.4	Ensure capital investment and major projects are supported by robust business cases and lifecycle cost analysis	CEO	Projects Lead	3	✓	✓	✓	✓
6.7 Organisational Resilience and Adaptability	6.7.1	Build flexibility into service delivery and operating models to respond to regulatory change, market volatility and growth pressures	COO	CEO	3	✓	✓	✓	✓
	6.7.2	Invest in systems, data and business processes that support efficient, informed and timely decision-making	CEO	Finance Lead	3	✓	✓	✓	✓

	6.7.3 Review lessons learned from disruptions or major projects and incorporate improvements into future planning and operations	CEO	All leadership group	3	✓	✓	✓	✓
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5 Risk Management

A risk management framework is required to ensure the actions within the Corporate Plan are implemented in a controlled and informed way, enabling risks to delivery to be identified and managed so objectives can be achieved within acceptable levels of exposure, accountability and governance. To achieve this, the WMRC has established a framework comprising;

Risk Management Policy – establishing the Council’s commitment to effective risk management in the organisation and providing the context for the Risk Management plan and the Corporate Risk Register

Risk Management Plan – prepared in line with the Australian Standard AS/NZS/ISO 31000:2018, sets out governance structures, risk levels and practices. A risk appetite statement identifies tolerances across risk categories and a risk matrix defines rating calibrated to the organisation. The Plan defines the risk categories of:

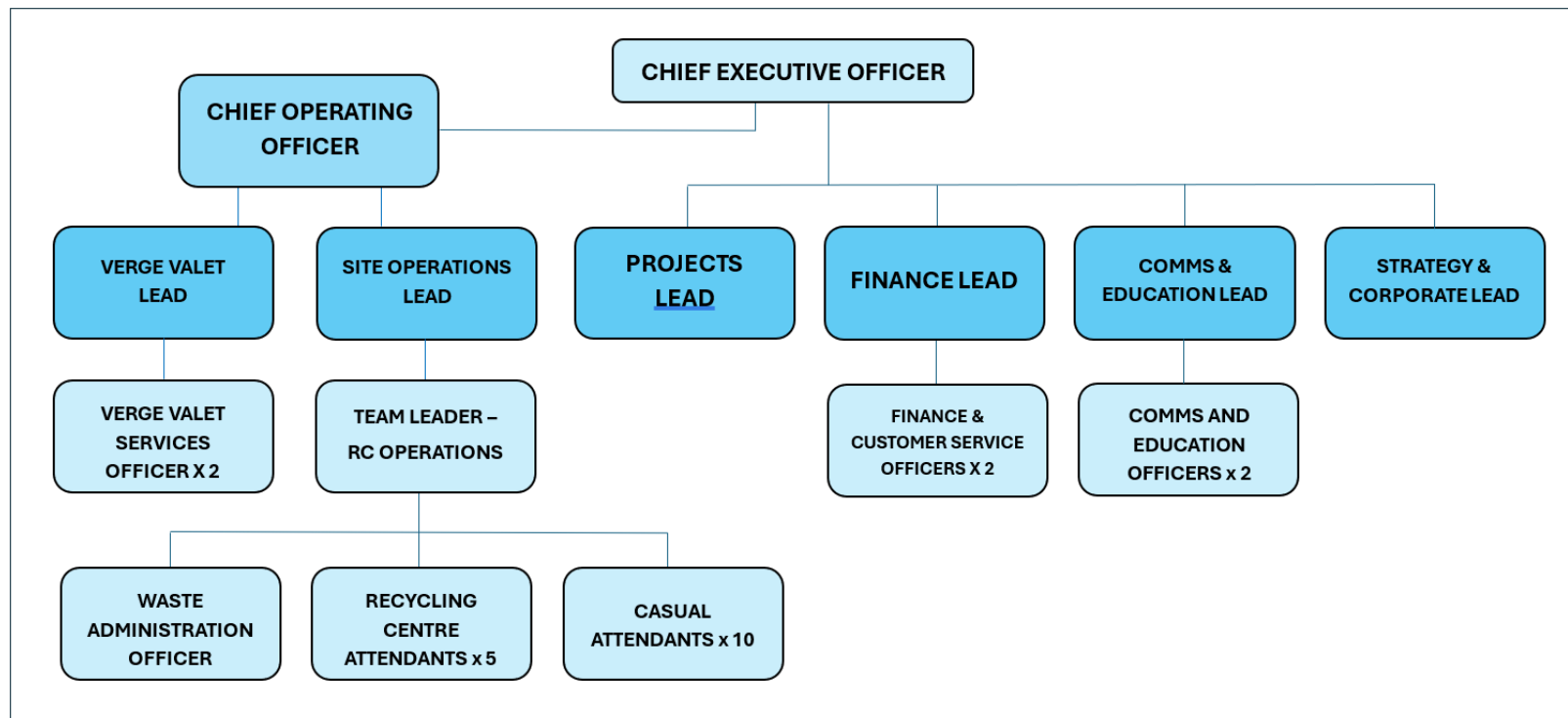
1. Reputation
2. Governance
3. Strategic
4. Commercial
5. Financial
6. Information Technology
7. Health and Safety
8. Operational
9. HR Management
10. Project Risks

Corporate Risk Register – identifies, rates, and establishes controls for risks within each category and schedules risks according to ‘strategic’ and ‘operational’ levels.

At an operational level, the WMRC applies this framework to embed risk considerations into planning, project delivery and performance monitoring, providing clear oversight of key risks and controls while supporting timely decision-making, effective resource use and a coordinated organisational response to emerging issues.

6 Organisational Chart

The organisational structure has been designed to align roles, responsibilities and reporting lines with the defined strategic actions, ensuring the organisation has the capability and accountability required to deliver the plan's priorities effectively.



Further particulars of the structure and associated workforce requirements are set out in the adopted Workforce Plan.

7 Monitoring and Reporting

Progress on the implementation of this Corporate Plan 2026 will be monitored and regularly reported to Council, based on the high-level performance indicators as set out in the Council Plan 2026.

8 Review

This Corporate Plan is subject to annual review.

Proposed Council Plan 2026 and Corporate Plan 2026

Schedule of Submissions		
Submitter	Details	Officer Response
<p>Resident of Town of Cottesloe, residential customer of the WMRC and Councillor</p>	<p>The submission reads:</p> <p>“My major concern is waste minimisation and re-use maximisation, as well as the producer (of waste) products pays principle.</p> <p>I note your environmental goal is focused on households with a metric of : 'Waste generation per capita/household trend'. Why doesn't the WMRC also want to reduce commercial waste and have a plan for addressing this, e.g. single use food containers being the second largest contributor to waste, and their origin being cafes etc, even if their final resting place is our non-recyclable waste? Are there ways WMRC can support member councils to reduce this kind of consumption waste which is big expense, for example along Cottesloe beach for the Town of Cottesloe.”</p>	<p>The objective of waste minimisation and re-use maximisation is foundational to the Plans. The strategic intent of theme two of the Council Plan reads:</p> <p style="padding-left: 20px;"><i>‘Maximise environmental performance through waste prevention, increased resource recovery and processing outcomes, whilst maintaining cost-effective service delivery’.</i></p> <p>Action 2.1.2 of the Corporate Plan 2026 reads:</p> <p style="padding-left: 20px;"><i>‘Develop and deliver education and behaviour-change initiatives to reduce waste generation at source, including guidance on material reuse and smarter procurement’.</i></p> <p>‘At source’ can include commercial sources of waste generation such as cafes and food vendors.</p> <p>Further, action 4.1.2 provides:</p> <p style="padding-left: 20px;"><i>‘Advocate for regulatory reforms that support waste avoidance, reuse and recovery, including end-of-waste frameworks and product stewardship’.</i></p> <p>Further details regarding programs and actions are separately set out below.</p> <p>The terms of the Plans are considered to adequately reflect the intent and scope of the submission, and no amendments are recommended.</p>

Supporting information in response to submission:

The producer pays principle is reflected in extended producer responsibility (ERP) schemes which are supported by the WMRC through advocacy, education and facilitating drop-off points for included items such as Big Bag Recovery, Household Hazardous Waste and Containers for Change.

It is agreed that commercial waste generation is a significant issue and that businesses are an important source of waste generation. The performance indicator for the 'Environmental Performance & Resource Recovery' strategic intent currently focuses on *household waste generation* however because this is the area where WMRC and member councils have the greatest capacity to directly influence outcomes (through existing education and behaviour-change programs), and the strongest data visibility (most commercial businesses utilise private contractors for their waste management services).

As local governments are primarily responsible for, and fund, the collection and processing of residential waste, commercial waste generation is of secondary influence to councils and regional councils such as WMRC. While we can support, encourage and influence improved commercial waste practices, our capacity to directly control commercial waste generation outcomes is comparatively limited.

Notwithstanding the above, WMRC is committed to continuing to work alongside member councils on joint waste reduction and reuse initiatives where opportunities arise, including through community education campaigns, showcasing reuse initiatives at local events (e.g. working with Go2Cup and vendors at Town of Claremont large-scale events), and supporting collaborative behaviour-change programs.

Opportunities are taken where possible to support or partner in existing initiatives led by State Government, member councils or external organisations, particularly where funding or coordinated programs are available. Examples may include reuse systems, behaviour-change campaigns or initiatives aligned with the WA Plan for Plastics.

As a part of the WA Plan for Plastics, the Western Australian State Government engaged the National Retail Association (NRA) to support businesses in complying with the bans and identifying suitable alternatives.

A range of resources remain available through the Plastic Free Places initiative launched by the State Government and Boomerang Alliance, including the Ban Solution Finder and the Cost Benefit of Reusables resource, which includes impact calculators and practical implementation information. Businesses may also choose to engage sustainability consultants or utilise existing external support resources where appropriate.

While the Plastic Free Places WA program concluded on 30 November 2024, many of the resources developed through the program remain publicly available and continue to provide valuable guidance for businesses transitioning away from single-use plastics.

WMRC: Concept Redevelopment Plan

Report

Western Metropolitan Regional Council

21 April 2026

→ The Power of Commitment



Project name		Concept Redevelopment Plan					
Document title		WMRC: Concept Redevelopment Plan Report					
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S4	0	J. Li R. Mudiyanselage	H. Rolfe	On file	D. Cantoni	Approved, Signature on file	02/04/2026
S4	1	J. Li R. Mudiyanselage	H. Rolfe	On file	D. Cantoni	Approved, Signature on file	21/04/2026

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Executive summary

The Western Metropolitan Regional Council (WMRC) commissioned GHD to develop a Concept Redevelopment Plan (CRP) to address operational, safety and capacity constraints at the West Metro Recycling Centre (the recycling centre) in Shenton Park. The recycling centre provides essential waste transfer, community recycling, paid waste services and education functions for residents of WMRC's five member councils, as well as fee-for-service customers.

The CRP is required to position the facility to meet future service demands and evolving waste streams and represents Phase 2 of WMRC's three-phase improvement program. Phase 1 of the improvement program addressed urgent safety and efficiency issues associated with municipal solid waste handling. This study (Phase 2) develops a preferred concept layout, indicative staging approach and high-level cost considerations to inform WMRC's decision-making and provides a robust foundation for subsequent detailed design and implementation (Phase 3).

A key assumption underpinning the CRP is the removal of the third-party DiCOM infrastructure currently occupying a significant portion of the site. This creates a once-off opportunity to rationalise the overall layout, improve safety outcomes, increase operational efficiency and future-proof the facility within its constrained urban footprint.

Key drivers and objectives

The CRP has been developed around key functional outcomes, with particular emphasis on:

- **Improving safety** through separation of people and mobile plant, elimination of fall-from-height risks, improved fire response capability (including a dedicated hot load bay), and safer waste handling technologies.
- **Enhancing customer and community experience** via clearer wayfinding, improved amenities, consolidated and intuitive service areas, and dedicated space for community education.
- **Optimising traffic flow and access** by separating vehicle streams, reducing internal recirculation, increasing off-street queuing capacity and improving ingress and egress arrangements.
- **Increasing operational efficiency** across waste transfer, paid waste services and the Community Recycling Centre (CRC), including improved compaction, materials handling and weighing systems.
- **Supporting long-term adaptability and sustainability**, including staged technology upgrades, reuse of existing assets where practicable, and provision for future expansion.

Preferred concept outcome

Following investigation of site constraints, opportunities and available technologies, nine initial layout concepts were progressively refined to two viable options. **Option 4** has been identified as the preferred concept for future development.

Option 4:

- Relocates and consolidates the Community Recycling Centre within the repurposed DiCOM warehouse, enabling safer, more efficient, palletised materials handling.
- Expands and reconfigures Paid Waste Services with elevated drop-off areas, improved grade separation and the staged introduction of safer fixed-plant systems.
- Improves waste transfer efficiency through upgraded lower compaction areas, provision for additional compactors and widespread adoption of onboard weighing for transfer trailers.
- Establishes a new site entry precinct incorporating a relocated weighbridge, administration building, hot load bay and improved traffic control.
- Supports staged implementation to align capital investment with funding availability while progressively delivering safety and efficiency benefits.

Costs, staging and next steps

An indicative AACE Class 5 capital cost estimate for Option 4 has been developed to support high-level funding considerations. The CRP is intentionally developed as a concept-level layout design and does not define detailed design, approvals strategies or construction sequencing.

The CRP provides WMRC with a clear, defensible roadmap to guide future investment, detailed design, operational planning and Council approvals, while maintaining flexibility to respond to changing service demands, technologies and funding priorities.

Abbreviations

Table 1 *Abbreviations*

Abbreviation	Unabbreviated phrase
AACE	Association for the Advancement of Cost Engineering
AEP	Annual Exceedance Probability
AS	Australian Standard
ARI	Annual Recurrence Interval
BYDA	Before You Dig Australia
C&D	Construction and Demolition
CCAA	Cement Concrete & Aggregates Australia
CCTV	Closed-Circuit Television
CRC	Community Recycling Centre
CRP	Concept Redevelopment Plan
DFES	Department of Fire and Emergency Services
DiCOM	DiCOM Waste Processing Facility (former site operator)
DWER	Department of Water and Environmental Regulation
ESD	Ecologically Sustainable Development
FAS	Facility Area Schedule
FFL	Finished Floor Level
FOGO	Food Organics and Garden Organics
GO	Garden Organics
HHW	Household Hazardous Waste
MRV	Medium Rigid Vehicle
MSW	Municipal Solid Waste
NCC	National Construction Code
OBW	Onboard Weighing
POS	Point of Sale
PV	Photovoltaic
PWS	Paid Waste Services
RFI	Request for Information
RL	Reduced Level
SRT	Safe Refuse Tipper
SRV	Small Rigid Vehicle
WIM	Weigh-In-Motion
WMRC	Western Metropolitan Regional Council
WTS	Waste Transfer Station

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1. Introduction

1.1 Background

The West Metro Recycling Centre (recycling centre) located at the junction of Brockway Road and Lemnos Street, Shenton Park, is operated by the Western Metropolitan Regional Council (WMRC) on a shared services model basis for its five member councils:

- Town of Claremont
- Town of Cottesloe
- Town of Mosman Park
- Shire of Peppermint Grove, and
- City of Subiaco.

WMRC provides specialist waste management services including waste transfer, community waste and recycling drop off, waste education and promotions. WMRC also provides some waste management and education services to non-member councils, commercial and residential customers on a fee-for-service basis.

The recycling centre is located on LOT LR3044/389 and occupies approximately 15,320 m². Approximately 40% of the site is occupied by facilities and infrastructure belonging to the owner of a decommissioned waste processing facility, DiCOM, pursuant to a lease agreement with WMRC. The Concept Redevelopment Plan (CRP) assumes that DiCOM facilities and infrastructure will be removed from site, and the previously leased area has been incorporated into the spatial planning envelope of the CRP, with certain features and a limited number of built elements within the lease area to be retained for future use by WMRC.

The CRP is the second phase of WMRC's three phase approach to the recycling centre improvements and is intended to address latent operational issues and to future-proof the Recycling Centre. Phase 1 is the replacement of certain infrastructure and equipment relating to the management and dispatch of municipal solid waste (MSW) from the recycling centre due to significant safety considerations and the cost efficiency concern, the results of which have been considered in developing the CRP (Phase 2). Phase 3 includes detailed design and staged implementation of the CRP (outside current project scope).

The site operates as a prescribed premises Category 62 – Solid Waste Depot, in accordance with an environmental licence (L7303/1998/10) issued by the Department of Water and Environmental Regulation (DWER) under the *WA Environmental Protection Regulations 1987*.

WMRC prescribed a range of functional outcomes for the CRP design. The required functional outcomes can be broadly grouped within the following categories:

- Safety
- Community-focused design
- Optimised traffic flow
- Improved efficiency in waste management functions
- Operational support infrastructure

Implementation of these and additional functional outcomes can be found in section 3 of this report.

1.2 Purpose of this report

The purpose of this report is to document the design development of the Concept Redevelopment Plan including development of a preferred CRP option along with staging and indicative costs to allow WMRC to make informed decisions for the future of the recycling centre. The intent of the report is to support the progress of the CRP through the WMRC Council approvals process and to subsequently inform further project definitions, detailed designs, operational staging and financial decisions.

1.3 Scope and limitations

The scope of this study is to develop a concept-level site redevelopment plan which seeks to enhance the functionality, operability and safety of the recycling centre. This is a concept level study only, with future work required to identify implementation priorities and to further develop engineering definition and detailed design for the proposed staged implementation of the CRP.

This report: has been prepared by GHD for Western Metropolitan Regional Council and may only be used and relied on by Western Metropolitan Regional Council for the purpose agreed between GHD and Western Metropolitan Regional Council as set out in section 1.2 of this report.

GHD otherwise disclaims responsibility to any person other than Western Metropolitan Regional Council arising in connection with this report. GHD also excludes implied warranties and conditions, to the extent legally permissible.

The services undertaken by GHD in connection with preparing this report were limited to those specifically detailed in the report and are subject to the scope limitations set out in the report.

GHD has prepared this report based on information provided by Western Metropolitan Regional Council and others who provided information to GHD (including Government authorities), which GHD has not independently verified or checked beyond the agreed scope of work. GHD does not accept liability in connection with such unverified information, including errors and omissions in the report which were caused by errors or omissions in that information.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring after the date that the report was prepared.

The opinions, conclusions and any recommendations in this report are based on assumptions made by GHD described in this report (refer section 1.4 of this report). GHD disclaims liability arising from any of the assumptions being incorrect.

GHD has engaged a subcontractor (RBB Construction Cost Consultants) to prepare the preliminary cost estimate set out in section 8 of this report (“Indicative capital costs”) using information reasonably available to the GHD employee(s) who prepared this report; and based on assumptions and judgments made by GHD.

The Cost Estimate has been prepared for the purpose of initial assessment of the high-level funding implications of the CRP only and must not be used for any other purpose.

The Cost Estimate is a preliminary estimate only. Actual prices, costs and other variables may be different to those used to prepare the Cost Estimate and may change. Unless as otherwise specified in this report, no detailed quotation has been obtained for the design features and actions identified in this report. GHD does not represent, warrant or guarantee that the recycling centre redevelopment project can or will be undertaken at a cost which is the same or less than the Cost Estimate.

Where estimates of potential costs are provided with an indicated level of confidence, notwithstanding the conservatism of the level of confidence selected as the planning level, there remains a chance that the cost will be greater than the planning estimate, and any funding would not be adequate. The confidence level considered to be most appropriate for planning purposes will vary depending on the conservatism of the user and the nature of the project. The user should therefore select appropriate confidence levels to suit their particular risk profile.

1.4 Assumptions

The assumptions outlined below and stated throughout this report reflect GHD's interpretation of the current operating regime, site constraints, services offered and future service provision aspirations of the WMRC.

The CRP has been developed by GHD based on the information made available to GHD by WMRC and other parties informing development of the CRP, and specific circumstances at the time of reporting, and form the basis for development of the CRP layouts and this report's findings and recommendations. The CRP should be read with cognisance of the following assumptions:

- Accuracy and completeness of site feature survey information is limited and WMRC advises that an up-to-date feature survey will be carried out upon removal of the existing DiCOM infrastructure.
- Elements of infrastructure and features associated with the DiCOM facility that are to be removed or retained are as informed by WMRC at the time of developing the CRP, and any subsequent changes to these arrangements with the DiCOM facility removal and associated reinstatement works are outside the scope of this project.
- WMRC continues to operate and maintain the recycling centre in line with regulatory approval conditions current as at the time of the study, and generally in line with current site practices.
- Operational resourcing is outside the scope of this study and relevant cost estimation, and resource provisioning is to be undertaken by WMRC.
- Development of an approval's strategy for the proposed site adaptation described in this CRP, is excluded from the scope of this study.
- The information provided by WMRC and relied upon by GHD, as summarised in the Request for Information (RFI) register (Appendix J), is current at the time of compilation of this study report.
- Several documents are included in the Appendices of this report and include specific assumptions regarding the content of each document. The assumptions in the Appendices are applicable for the development of this overall study report.
- Optimisation of the concept design and further design development to inform value-engineering and cost optimisation of the CRP, and any associated revision to development staging and design refinement, is outside the scope of this project and would form part of future detailed design (by others).
- The stormwater and leachate management approach proposed in the Concept Redevelopment Plan (CRP) is based on the existing treatment system currently operating on site. These systems have been observed to be in good working condition and are considered capable of supporting the proposed redevelopment. This report proceeds on that basis as a working assumption.

2. Study documentation

2.1 Study deliverables

The deliverables produced in the preliminary and initial draft stages of the CRP are listed in Table 2.

Table 2 Study deliverables

Document Number	Title	Reference
12676966-REP-WMRC Concept Redevelopment Plan	Concept Redevelopment Plan Report (this report)	-
12676966-GHD-00-00-SCH-GN-00002	Outcome Requirement Mapping	Appendix A
12676966 – WMRC CRP_User Requirements	User Requirements Schedule (included within Outcome Requirement Mapping)	Appendix A
12676966-GHD-00-00-SKT-GN-00001	Cover Sheet and Drawing Index	Appendix B
12676966-GHD-00-00-SKT-AR-00100	Constraints Plan	Appendix B
12676966-GHD-00-00-SKT-AR-40100	Option 4 – Existing and Demolition Plan	Appendix B
12676966-GHD-00-00-SKT-AR-40101	Option 4 – Development Plan	Appendix B
12676966-GHD-00-00-SKT-AR-40102	Option 4 – Site Layout	Appendix B
12676966-GHD-00-00-SKT-AR-40200	Option 4 – Proposed Staging – Overall	Appendix B
12676966-GHD-00-00-SKT-AR-40201	Option 4 – Proposed Staging – Stage 1	Appendix B
12676966-GHD-00-00-SKT-AR-40202	Option 4 – Proposed Staging – Stage 2	Appendix B
12676966-GHD-00-00-SKT-AR-40203	Option 4 – Proposed Staging – Stage 3	Appendix B
12676966-GHD-00-00-SKT-AR-40204	Option 4 – Proposed Staging – Stage 4	Appendix B
12676966-GHD-00-00-SKT-AR-40205	Option 4 – Proposed Staging – Stage 5	Appendix B
12676966-GHD-00-00-SKT-AR-40206	Option 4 – Proposed Staging – Stage 6	Appendix B
12676966-GHD-00-00-DIA-AR-40500	Option 4 – Vehicle Traffic Arrangements – Combined	Appendix B
12676966-GHD-00-00-DIA-AR-40501	Option 4 – Vehicle Traffic Arrangements – Light Vehicles	Appendix B
12676966-GHD-00-00-DIA-AR-40502	Option 4 – Vehicle Traffic Arrangements – Collection Trucks	Appendix B
12676966-GHD-00-00-DIA-AR-40503	Option 4 – Vehicle Traffic Arrangements – Compactor Trailers	Appendix B
12676966-GHD-00-00-DIA-AR-40504	Option 4 – Vehicle Traffic Arrangements – Service Vehicles	Appendix B
12676966-GHD-00-00-DIA-AR-40505	Option 4 – Vehicle Traffic Arrangements – A-Double 30m	Appendix B
12676966-GHD-00-00-DIA-AR-40506	Option 4 – Vehicle Traffic Arrangements – Walking Floor Trailer	Appendix B
12676966-GHD-00-00-DIA-AR-40507	Option 4 – Vehicle Traffic Arrangements – Commercial	Appendix B
12676966-GHD-00-00-SKT-AR-30101	Option 3 Site Layout	Appendix C
12676966-GHD-00-00-DIA-AR-30500	Option 3 Vehicle Traffic Arrangements – Combined	Appendix C
12676966-GHD-00-00-DIA-AR-30501	Option 3 Vehicle Traffic Arrangements – Light Vehicles	Appendix C
12676966-GHD-00-00-DIA-AR-30502	Option 3 Vehicle Traffic Arrangements – Collection Trucks	Appendix C
12676966-GHD-00-00-DIA-AR-30503	Option 3 Vehicle Traffic Arrangements – Transfer Vehicles	Appendix C

Document Number	Title	Reference
12676966-GHD-00-00-DIA-AR-30504	Option 3 Vehicle Traffic Arrangements – Pocket Road Trains	Appendix C
12676966-GHD-00-00-DIA-AR-30505	Option 3 Vehicle Traffic Arrangements – A-Double 30m	Appendix C
12676966-GHD-00-00-SCH-GN-00801	FAS – CRC - Community Recycling Centre	Appendix D
12676966-GHD-00-00-SCH-GN-00802	FAS – PWS - Paid Waste Services	Appendix D
12676966-GHD-00-00-SCH-GN-00803	FAS – WTS - Waste Transfer Station	Appendix D
12676966-GHD-00-00-SCH-GN-00804	FAS – ADM - Administration Building	Appendix D
12676966-GHD-00-00-SCH-GN-00805	FAS – WBR - Vehicle Weighing	Appendix D
12676966-GHD-00-00-SCH-GN-00806	FAS – OSI - Operational Support Infrastructure	Appendix D
12676966-GHD-00-00-SCH-GN-00807	FAS – LCA - Lower Compactor Area	Appendix D
260310_23047_GHD_WRMC Recycling Centre_Concept Estimate	Western Metropolitan Regional Council – Concept Cost Plan	Appendix E
PSG Presentation 3 – 11 December 2025	PSG Presentation 3 – 11 December 2025	Appendix F
PSG Presentation 4 – 20 January 2026	PSG Presentation 4 – 20 January 2026	Appendix G
12676966-GHD-00-00-SKT-X0100	Optioneering – Site Plan – Option 1	Appendix H
12676966-GHD-00-00-SKT-X0101	Optioneering – Site Plan – Option 2	Appendix H
12676966-GHD-00-00-SKT-X0102	Optioneering – Site Plan – Option 3	Appendix H
12676966-GHD-00-00-SKT-X0103	Optioneering – Site Plan – Option 4	Appendix H
12676966-GHD-00-00-SKT-X0104	Optioneering – Site Plan – Option 5	Appendix H
12676966-GHD-00-00-SKT-X0105	Optioneering – Site Plan – Option 6	Appendix H
12676966-GHD-00-00-SKT-X0106	Optioneering – Site Plan – Option 7	Appendix H
12676966-GHD-00-00-SKT-X0107	Optioneering – Site Plan – Option 8	Appendix H
12676966-GHD-00-00-SKT-X0108	Optioneering – Site Plan – Option 9	Appendix H
12676966 – RFI Register	Project Request for Information (RFI) register	Appendix I
12676966_RISK_GHD project risk register	Project Risk Register	Appendix J
12676966-GHD-00-00-SKT-CI-40200	Yard Piping Plan	Appendix K
12676966-GHD-00-00-SKT-CI-40201	Pavement and Retaining Wall Plan	Appendix K

2.2 Existing site layout and operating arrangement

The existing site layout and operating arrangement is shown in Figure 1.

Key facility areas with specific functions within the existing recycling centre include:

- Community Recycling Centre (CRC)
- Waste Transfer Station (WTS) – which incorporates the waste bunker area
- Paid Waste Services (PWS)
- Lower compaction area
- Green waste and silo stabling
- Trailer staging area
- Weighbridge

The DiCOM Infrastructure area is occupied by equipment and systems that are owned by a third party with access and occupancy rights pursuant to a site lease agreement with WMRC. This portion of the site is to have non-WMRC infrastructure removed and the lease agreement will cease to operate. At this time, WMRC will resume occupancy and full access within that portion of the Shenton Park site.

The main access to the site is via Gate 1, off Brockway Road, with commercial/heavy vehicles taking the right-hand lane across the existing weighbridge. Light vehicles (including residential customers) take the left lane to the site entry checkpoint at the weighbridge office. Access is currently very constrained, with minimal queueing distance available within the site, inefficient and multi-directional traffic movement and circulation and complicated wayfinding signage with potential for adverse interactions between light and heavy vehicles, as well as pedestrians.

Bulk waste load-out and transfer for off-site treatment or disposal is sub-optimal and relatively inefficient. Access and egress, and the potential for optimisation of arrangements are complicated by the location and arrangement of the DiCOM infrastructure.

The planned removal of DiCOM infrastructure creates opportunities for site layout optimisation, improved functionality, off-street queueing capacity and wayfinding clarity, thereby also improving site safety.



Figure 1 Existing site layout and operating arrangement

3. Functional outcomes

3.1 Design criteria

Specified design criteria, operational requirements, existing services offered and/or proposed to be implemented in future and cognisance of known or identified site constraints have informed development of the CRP. These are listed below.

3.1.1 Safety

The following hierarchy of controls underpin the safety in design principles applied to development of the CRP:

- Elimination
- Substitution
- Engineering Controls
- Administrative Controls
- Personal Protective Equipment

User requirements, as defined by WMRC, are incorporated in the design objectives summarised in the following tables.

Project-specific safety design criteria are set out in Table 3.

Table 3 *Design criteria – safety*

Item	Outcome	Design Criteria	
		ID	Description
1.1	Protection of people from mobile plant	1.1.01	Separation of people/pedestrians from mobile plant and heavy vehicles via grade/level separation, barriers, exclusion zones and operational timing.
1.2	Eliminate or reduce fall from height risks	1.2.01	Barrier system in compliance with AS 1170.1 and AS 3845 where required.
		1.2.02	Eliminate or reduce fall from height risk in waste drop off areas through barrier systems and/or implementation of technology.
1.3	Hot load bay	1.3.01	Hot load bay located after inbound weighbridge and office to intercept vehicles with suspected onboard fires.
		1.3.02	Hot load bay accessible to Department of Fire and Emergency Services (DFES) emergency vehicles.
		1.3.03	Organic waste firefighting capability through automated systems (Fire Rover Self-Contained Suppression Unit or similar). Firefighting system to contain and localise fire until the arrival of DFES emergency vehicles.
		1.3.04	Hot load bay to be bunded and connected to firefighting wastewater containment system.
		1.3.05	Push wall on two adjacent sides of hot load bay to assist in cleanup operations post fire.
1.4	Storage of household hazardous waste, waste oil and e-waste	1.4.01	Household hazardous waste (HHW), waste oil and e-waste storage and handling in compliance with Licence L7303/1998/10 and AS 5377-2022 respectively.

3.1.2 Community and customer-focused design

Table 4 Design criteria – community and customer focused design

Item	Outcome	Design Criteria	
		ID	Description
2.1	Site amenities	2.1.01	Vehicle wash bay for two collection vehicles.
		2.1.02	Customer and staff amenities in CRC.
		2.1.03	Customer and staff amenities in PWS.
		2.1.04	Staff amenities in the vicinity of the waste bunker area
2.2	Community education	2.2.01	Educational signage
		2.2.02	Infrastructure to conduct educational tours.
2.3	Signage and way finding	2.3.01	Intuitive site signage and wayfinding.
		2.3.02	Signage in CRC and PWS - outline waste types accepted.
2.4	Free mulch pickup	2.4.01	Storage and pick up of back-hauled mulch from green waste processor.
2.5	Sale of bagged compost	2.5.01	Storage and sale of bagged compost close to a point of sale (POS).
2.6	Paid Waste Services Flexibility	2.6.01	Dynamic reassignment of drop off bays to the waste stream with the highest demand.

3.1.3 Optimised traffic flow

Table 5 Design criteria – optimised traffic flow

Item	Outcome	Design Criteria	
		ID	Description
3.1	Separation of vehicle streams	3.1.01	Transfer vehicles: <ul style="list-style-type: none"> – Dedicated lane for transfer vehicles from Gate 1 to lower compaction area. – Dedicated lane for transfer vehicles from lower compaction area to Gate 3 Exit, lane to be given priority through traffic management systems. – Vehicles include up to 30 m A-Double configuration.
		3.1.02	Council collection vehicles: <ul style="list-style-type: none"> – Access to bypass lane leading to hot load bay if onboard fire is identified by driver. – Access to hot load bay after inbound weighbridge, if onboard fire is identified by weighbridge operator. – Bypass lane from weighbridge to waste bunker.
		3.1.03	Residential drop off at CRC: <ul style="list-style-type: none"> – Dedicated lane for residents from inbound weighbridge to CRC. – Direct access to Gate 3 exit from CRC. – Access to PWS if residents have residual non-recyclables.
		3.1.04	Residential and commercial drop off at PWS: <ul style="list-style-type: none"> – Bypass lane for customers that only need to use the PWS from inbound weighbridge.
		3.1.05	Traffic management via traffics lights to avoid clashes between vehicle streams and prioritisation of more urgent vehicle movements.
3.2	Reduced circular vehicle movements	3.2.01	Upgrade existing waste transfer trailers to have onboard weighing to remove need for recirculation onto weighbridge.

Item	Outcome	Design Criteria	
		ID	Description
		3.2.02	Optimise internal road layout to remove need for recirculation off site.
3.3	Off street queueing	3.3.01	Queueing space from Gate 1 entry leading to inbound weighbridge.
		3.3.02	Queueing space from inbound weighbridge leading to CRC.
		3.3.03	Queueing space from inbound weighbridge leading to PWS.
		3.3.04	Queueing space within PWS.
		3.3.05	Queueing space for collection truck/s using vehicle wash bays.

3.1.4 Improved efficiency in waste management functions

Table 6 Design criteria – improved efficiency in waste management functions

Item	Outcome	Design Criteria	
		ID	Description
4.1	Improved waste bunker infrastructure	4.1.01	Optimised MSW reception layout.
		4.1.02	Re-orientate existing MSW compactor.
		4.1.03	Optimised FOGO reception layout.
		4.1.04	Re-orientate existing FOGO compactor.
4.2	Improved waste transfer efficiency	4.2.01	Upgrade all existing transfer trailers with onboard weighing (OBW) - newly acquired WMRC trailers are OBW-equipped.
		4.2.02	Expanded lower compaction area to improve vehicle manoeuvring space and waste transfer efficiency.
		4.2.03	Layout of compactors to allow for simultaneous loading and transfer of various waste streams.
4.3	Improved Community Recycling Centre for free material drop-off	4.3.01	Relocate existing CRC infrastructure into vacated DiCOM warehouse building.
		4.3.02	Adaptive reuse of existing DiCOM office/workshop into: <ul style="list-style-type: none"> – Customer and staff amenities – Empty pallet storage – Forklift charging
		4.3.03	External goods/service lift from CRC to lower compaction area to dispatch recyclables during customer hours.
		4.3.04	Palletise recyclable storage and handling solutions.
4.4	Improved Paid Waste Services areas	4.4.01	Unloading bays to accommodate commercial and residential customers: <ul style="list-style-type: none"> – Commercial: Small rigid vehicle (SRV), medium rigid vehicle (MRV) – Residential: Light vehicle with attached trailer
		4.4.02	Unloading bays to be physically separated from service vehicle and mobile plant.
		4.4.03	Technological solution for safe tipping of waste from unloading bay in to hook lift bin below.
		4.4.04	Flexibility of unloading bays to be designated into separate waste streams according to demand: <ul style="list-style-type: none"> – Bulk dry residual waste – Construction and demolition (C&D) waste – Bulk green waste including self-hauled residential
		4.4.05	Retain existing specialty waste functions: <ul style="list-style-type: none"> – Asbestos containers

			<ul style="list-style-type: none"> – Tyre cages – Mattress containers – Appliance holding and de-gassing
4.5	Expansion of product stewardship schemes	4.5.01	Spatial allocation for expanded product stewardship scheme support facilitation; minimum 50 m ² .
4.6	Enhanced green waste storage and handling	4.6.01	Permanent infrastructure within Paid Waste Services for storage and handling of bulk green waste and kerbside garden organic (GO) waste.
4.7	Waste weighing	4.7.01	New trade-certified weighbridge.
		4.7.02	Integrated CCTV and licence plate recognition systems to facilitate more efficient vehicle movements, waste weighing and source separation.

3.1.5 Operational support infrastructure

Table 7 Design criteria – operational support infrastructure

Item	Outcome	Design Criteria	
		ID	Description
5.1	Administration facility	5.1.01	<p>Space allocation for a future Administration facility and included undercroft parking, with WMRC to determine Gross Floor Area and whether it is one or two stories high at the appropriate time.</p> <p>Provisionally, an administration facility for 15 staff to include:</p> <ul style="list-style-type: none"> – Meal room – Meeting room – Open plan office for 13 staff – 2 x single offices – Reception – Amenities (bathrooms, lockers, change room, shower) – Accessible amenity – Material storeroom; minimum 25 m² – First aid room – Community education room
5.2	Parking	5.2.01	15 x staff parking spaces, split between: Administration, CRC, PWS, WTS and weighbridge office.
		5.2.02	2 x visitor parking spaces, adjacent to inbound weighbridge.
		5.2.03	1 x minibus parking space adjacent to administration building.
5.3	Plant and vehicle storage	5.3.01	Covered parking shed for 1 x mobile plant and 1 x service vehicle; minimum 120 m ² .
		5.3.02	Structure of parking shed to allow for installation of overhead block and tackle to aide maintenance activities.
		5.3.03	1 x bay to function as maintenance bay.
5.4	Onsite Fuel	5.4.01	Self-bunded diesel tank, minimum 5000 L capacity, located adjacent to plant and vehicle storage and fuel dispensing facility.
		5.4.02	Secondary containment (e.g. Spillceptor or similar) in fuel dispensing area to contain spills.
5.5	Tool store	5.5.01	Tool store and work bench to facilitate on-site maintenance of mobile plant and service vehicle.
5.6	Trailer staging and stabling	5.6.01	Stabling of standby waste transfer trailers adjacent to or within lower compaction area.

		5.6.02	Staging area to allow for parking, change-over and dispatch of waste transfer trailers.
		5.6.03	Staging area to allow for parking, assembly and coupling of transfer trailers into A-double configuration without interrupting waste loading operations.
5.7	Truck wash facility	5.7.01	Accommodate 2 x collections trucks for washout of waste compartment between waste-stream collection changeover (e.g. MSW to FOGO or GO).
		5.7.02	Associated leachate, water and stormwater management infrastructure.
		5.7.03	Supplementary water supplied by captured rainwater.
5.8	Photovoltaic energy generation	5.8.01	Provision for installation of photovoltaic (PV) panels on roof of WTS, CRC and other fixed roof areas, where practicable.

3.1.6 Civil Infrastructure

Table 8 Design criteria – civil infrastructure

Item	Outcome	Design Criteria	
		ID	Description
6.1	Site grading	6.1.01	<p>Parking facilities and layout for parking areas and circulation to be in accordance with AS 2890.1 & 2.</p> <p>Maximum batter slope: 1(V):4(H), or flatter where feasible.</p> <p>Retaining walls opted where batters are not achievable.</p> <p>Adopt 0% grade within weighbridges.</p> <p>Adopt grading strategy landscape around the buildings, ensuring effective drainage and protection of built infrastructure.</p>
6.2	Stormwater & Leachate Management	6.2.01	<p>Major System Design Criteria: 1 in 100-year annual recurrence interval (ARI) (1% annual exceedance probability [AEP])</p> <p>Minor System Design Criteria: 1 in 5-year ARI (20% AEP)</p> <p>Minimum Flood Freeboard Level: 300mm for new Buildings as per National Construction Code.</p> <p>The proposed stormwater design incorporates appropriate minor and major storm events, providing suitable freeboard that aligns with the Stormwater Management Manual for Western Australia and Australian Rainfall and Runoff guidelines.</p> <p>Stormwater disposal to be on-site infiltration/soakage (as per existing)</p> <p>Hardstand areas with potential for leachate generation (e.g. PWS) shall be covered where practicable and perimeter bunded to prevent contact with stormwater and to contain contaminated runoff. All drainage from these areas shall be directed to the existing dedicated leachate collection pump system. The current approved trade waste discharge rate to the authority sewer is 4 L/s, as per the trade waste agreement with Water Corporation. As part of the Concept Redevelopment Plan (CRP) study, no upgrades to the existing leachate system are proposed.</p>
6.3	Design Vehicles	6.3.01	<p>A Double (30m)</p> <p>8.8m MRV</p> <p>16m Prime Mover</p>
	Pavement Design Selection	6.3.02	<p>Pavement selection is based on existing surface finishes, with reuse of current pavement type & finish where feasible.</p> <p>Heavy-duty concrete pavement is proposed in areas with high turning movements (e.g. hot load bay).</p> <p>Design methodology references:</p> <ul style="list-style-type: none"> Austrroads Guide to Pavement Technology – Part 3: Pavement Design Main Roads Western Australia specifications

			<ul style="list-style-type: none"> Cement Concrete & Aggregates Australia (CCAA) guidelines for concrete pavements <p>Detailed pavement design is excluded from this CRP phase and will be undertaken in the next design stage following geotechnical and traffic data confirmation.</p>
6.4	Signage and way finding	6.4.01	For the safe egress of vehicles going in and out of the site, the signage and line marking to be designed in accordance with AS1742.2.

3.2 Outcomes mapping

An outcomes mapping matrix was developed to inform development of the CRP. Refer to Appendix A for the detailed CRP outcomes mapping register, incorporating the WMRC's user requirements.

4. Service offerings

The following table outlines the range of existing service offerings to be retained, new service offerings to be incorporated into the CRP and potential future services offerings that may be required and potentially introduced following commencement of CRP implementation.

Table 9 Service offerings

Services	Current Status	Impact of CRP	Description
Waste Transfer Station (WTS)			
FOGO	Offered	Retained	Existing waste compactor.
MSW	Offered	Retained	Existing waste compactor.
Community Recycling Centre (CRC)			
Mixed scrap metal	Offered	Relocated	Relocated into repurposed DiCOM building.
Clothing	Offered	Relocated	Relocated into repurposed DiCOM building.
Bicycles	Offered	Relocated	Relocated into repurposed DiCOM building.
Cardboard	Offered	Relocated	Relocated into repurposed DiCOM building with existing cardboard compactor placed under suspended slab in lower compaction area.
Co-mingled recycling	Offered	Relocated	Relocated into repurposed DiCOM building.
Household hazardous waste	Offered	Relocated	Relocated into repurposed DiCOM building.
Cooking oil	Offered	Relocated	Relocated into repurposed DiCOM building.
E-waste	Offered	Relocated	Relocated into repurposed DiCOM building.
Motor oil	Offered	Relocated	Relocated into repurposed DiCOM building.
Paper (un-shredded)	Offered	Relocated	Relocated into repurposed DiCOM building.
Polystyrene	Offered	Relocated	Relocated into repurposed DiCOM building.
Sporting goods	Offered	Relocated	Relocated into repurposed DiCOM building.
X-rays (secure shredding bin)	Offered	Relocated	Relocated into repurposed DiCOM building.
Lead acid and household batteries	Offered	Relocated	Relocated into repurposed DiCOM building.
Product stewardship scheme	Offered	Relocated	Relocated into repurposed DiCOM building.
Minor items	Offered	Relocated	Relocated into repurposed DiCOM building
Solar PV panels (end of life)	Not Offered	Spatial Consideration	Refer to section 5.2.6.
New recycling facilities	Not Offered	Spatial Consideration	10 m ² floorplate
Paid Waste Services			
Asbestos	Offered	Relocated	Relocated to new covered expanded PWS area.
C&D	Offered	Expanded	Expansion to include current paid waste services and existing community drop off.
Bulk waste	Offered	Expanded	Expansion to include current paid waste services and existing community drop off.

Services	Current Status	Impact of CRP	Description
Green waste (self-hauled and bulk)	Offered	Expanded	Expansion to include current PWS and existing community drop off.
GO	Offered	Relocated	Relocated into Paid Waste Services. Kerbside-collected municipal GO.
Mattresses	Offered	Relocated	Relocated to new expanded PWS area.
Tyres	Offered	Relocated	Relocated to new expanded PWS area.
Whitegoods	Offered	Relocated	Relocated to new expanded PWS area.
Community Services			
Free mulch pickup	Offered	Relocated	Relocated to new expanded PWS area.
Sale of bagged compost	Offered	Relocated	Relocated adjacent to inbound weighbridge
Community education	Not offered ¹	New Offering	Within new administration building.
Operational Support			
Weighbridge	Offered	Relocated	Relocated to new site entry precinct.
POS at weighbridge office	Offered	Relocated	Relocated to new site entry precinct.
Truck wash	Not offered	New Offering	Adjacent to waste transfer station.
Hot load bay	Not offered	New Offering	Adjacent to new weighbridge and weighbridge office, Including self-contained fire suppression system.
Administration building	Not offered	New Offering	Within new site entry precinct.

¹ Although Community education is currently offered as a service by WMRC, there is currently no community education room or education space at the recycling centre.

5. Investigation and analysis

Investigation and analysis of development constraints informing the CRP development have included existing easements and no-go zones (e.g. setbacks from power and natural gas supply points, existing irrigation and groundwater monitor bores), which may impact site development, construction staging and continuity of operational activities.

Additionally, during CRP development, opportunities to optimise development impacts and efficient site access and egress, as well as functional layout were assessed. This included leveraging existing topography and earth retaining structures, integrating useful elements of existing DiCOM facilities and infrastructure, optimising site services tie-in and extension, and exploring the reuse of otherwise redundant materials on site.

Assessment of current and emerging recycling centre technologies was also carried out to ensure operations prioritise efficiency and safety.

5.1 Constraints

5.1.1 Easements



Figure 2 Easements within the site

There are several existing easements within the recycling centre site boundary, but only two constrain placement of permanent structures. Both easements enable access to sewer infrastructure beneath the northwestern corner of the site; one owned by Water Corporation, and the other being a private sewer. These easements presented challenges for optimising site layout development, as permanent structures cannot be constructed over them, constraining placement of certain operational activities and service offerings.

Whilst it is technically feasible to relocate third party infrastructure within the site or remove it out of site to reduce development constraints, it is suggested from a practical standpoint that the cost burden to WMRC is not viable and as such these options have not been explored.

5.1.2 No-go zones

Several no-go zones were identified on site, including:

- Clearance required in the vicinity of a pad-mount power supply transformer and associated switchboards and buried cabling/ducts adjacent to Gate 2
- Natural gas supply point and metering enclosure in the south-western corner of the site
- An irrigation bore adjacent to and on the western side of the waste transfer station building

Although the substation and natural gas meter setbacks could be accommodated through careful planning and layout adjustments, the irrigation bore required special attention. To ensure its ongoing protection and compliance with environmental requirements, the bore headworks will require modification and be lowered to fit within a secure, protected pit with a trafficable lid. WMRC can consider during detailed design whether to retain the irrigation bore or install a new bore in a more favourable location.



Figure 3 No-go zones within the site

5.1.3 Groundwater monitor bores

Several existing groundwater monitor bores are distributed throughout the site. These bores required careful consideration during the planning phase.

Options considered included designing site infrastructure to avoid disturbance of the bores, or alternatively, modifying headworks to enable them to be protected within secure access pits with trafficable lids (where their locations necessitate this), in a manner similar to the approach adopted for the irrigation bore. This enables ongoing access and continued compliance with environmental monitoring requirements, while maintaining operational flexibility and minimising the cost of their preservation. Since the proposed redevelopment extends into

the areas occupied by existing bores, and in this instance, intersects with the vehicular swept path, the preferred approach is to protect the bores by providing secure, trafficable access pits, as outlined above.



Figure 4 Groundwater monitor bore locations within the site

5.2 Opportunities to optimise levels and layout

5.2.1 Topography

The existing topography, grade separation and stormwater management infrastructure incorporate significant changes in site elevation, presenting valuable opportunities to optimise waste management operations and minimise operational disruption during staged implementation of the CRP. By making use of these existing level differences, it was possible to physically separate customer access areas from zones where mobile plant and heavy vehicles operate, thereby improving overall site safety, and reducing the need for extensive civil works.

The finished floor level (FFL) inside the Waste Transfer Station is understood to be at RL 14.0, the FFL of the DiCOM building being RL 11.1 and the lower compaction area where waste is loaded out and transfer vehicles manoeuvre generally ranges between around RL 7.5 to RL 7.0, with a shallow gradient to direct stormwater flows to existing drainage infrastructure.

The varying elevations allow for space-efficient unloading and conveying of waste from higher to lower areas and reduce back-of-house vehicle movements as enhancements are progressively introduced. However, the elevations require progressive implementation of technology solutions designed to reduce or eliminate fall from height risks.



Figure 5 Site topography (outside DiCOM lease area)

5.2.2 Existing DiCOM facilities

The existing DiCOM warehouse building is a steel framed, metal clad structure and the attached office/amenities and workshop/store were considered integral to the efficient redevelopment and modernisation of the CRC. Their configuration, location and connection to existing services offered an opportunity to adaptively reuse and repurpose existing assets and infrastructure.

The DiCOM warehouse building has a clearance height under the trusses at the perimeter of 9.6 m and a plan area of approximately 1,000 m². It is also understood that the design of the warehouse roof structure made provision for dead and live loads associated with future installation of solar PV panels.

The workshop extension on the southern side of the warehouse, which is separated from the main warehouse floor area by a 3 m high by 3 m wide roller shutter door, has been designed with provision for a 2-tonne monorail crane to facilitate movement and handling of equipment during maintenance. The workshop has internal headroom of nominally 6 m and a plan area of approximately 40 m².

The office and amenities extension adjoining the workshop and warehouse is a two-storey steel framed and metal clad structure. The current access to the upper-level office is via a suspended steel mezzanine platform and stairway within the DiCOM building which will be removed when the DiCOM infrastructure is deconstructed. However, as the office is on the first floor and the ground floor lunchroom and amenities do not satisfy current NCC requirements that would facilitate reuse by WMRC in their current form and per the future intended use, it is GHD's understanding that WMRC does not intend to reconfigure and refurbish these elements, as such the office elements will be accommodated elsewhere on site. It is also GHD's understanding that WMRC will only consider the refurbishment of the current ground floor amenities if it does not impact the core material handling functions.

Incorporating selected elements of the existing facilities into the CRP not only supports operational efficiency but also minimises the need for new construction, reducing both costs and environmental impact. It is noted that some modifications to the existing DiCOM warehouse building will be necessary, including revising the large sliding door arrangement on the eastern end of the building, and potentially replacing with roller shutter or rapid roll doors. It is also likely that ventilation louvers and vents will need to be installed in the walls and roof of the building. Retaining

the wall cladding is recommended as it likely to reduce the generation of wind-blown litter from the CRC and allows the building to be locked up for secure storage outside normal operating hours.



Figure 6 Existing DiCOM facilities within site-lease area

5.2.3 Flood risk

Based on the flood map information from the DWER, the WMRC site is not susceptible to 1% AEP flooding.

5.2.4 Existing site services

The site is well connected to essential utilities, including electrical power, communications, potable water, and expansive fire water ring main. These established connections enhance the site's operational resilience and facilitate the seamless integration of new or upgraded infrastructure within the redevelopment plan.

The following services and utilities are present at the site:

- Electrical power supply transformer located near the northern boundary of the site, adjacent to Gate 2 and Lemnos Street. Electrical conduits and pits run southwards and east-west across the site to supply the Waste Transfer Station, existing weighbridge and office, and back-of-house services areas. Existing earthing grid for this transformer is unknown at this stage and should be considered in the next design stage.
- Communications services (Telstra/NBN) enter the site from Lemnos Street and generally follow the northern boundary before branching southwards to service the Waste Transfer Station. A second existing fibre optic connection from the southwest corner of the site was identified in the BYDA. However, following discussions with WMRC, this connection is understood to be abandoned, with the cable having been severed.
- Fire water service lines are present across the site, supplying fire hydrants, hose reels and firefighting infrastructure around the Waste Transfer Station and the proposed new CRC building. The fire main generally loops around the buildings, with branches extending south and east. A double-headed fire hydrant is located near the northern access area, and another sits adjacent the eastern boundary (east of the DiCOM building).
- Existing stormwater network consisting of pits, pipes, spoon and dish drains, soak wells and drainage sumps/infiltration basins. Stormwater generally drains from higher ground near the Waste Transfer Station

towards the north-east and north-west of the site, discharging towards Lemnos Street. An existing trafficable buried detention structure and infiltration arrangement is located under pavement at the southeast corner of the site.

- Leachate management within the site incorporates collection, treatment and pumping infrastructure. This includes dirty water pits and pipework servicing areas that collect contaminated runoff and leachate from the Waste Transfer Station, Paid Waste Service area, ancillary services, lower waste compaction and wash areas and convey it, via a package pumping station within a sub-surface pit, silt traps and interceptors that form part of this system before being discharged into the Water Corporation sewer.
- An above-ground oil/water interceptor is located adjacent to and southeast of the existing weighbridge. Associated pipework drains towards the dirty water system described above for introduction to the Water Corporation sewer.
- A Water Corporation sewer and a private sewer are present beneath the site, running generally southwest to northeast under the northwestern portion of the site and currently sits within a designated easement zone.
- Groundwater monitoring and single production bores are distributed across the site, including near the northern loop road. These are generally vertical installations without horizontal pipe runs.

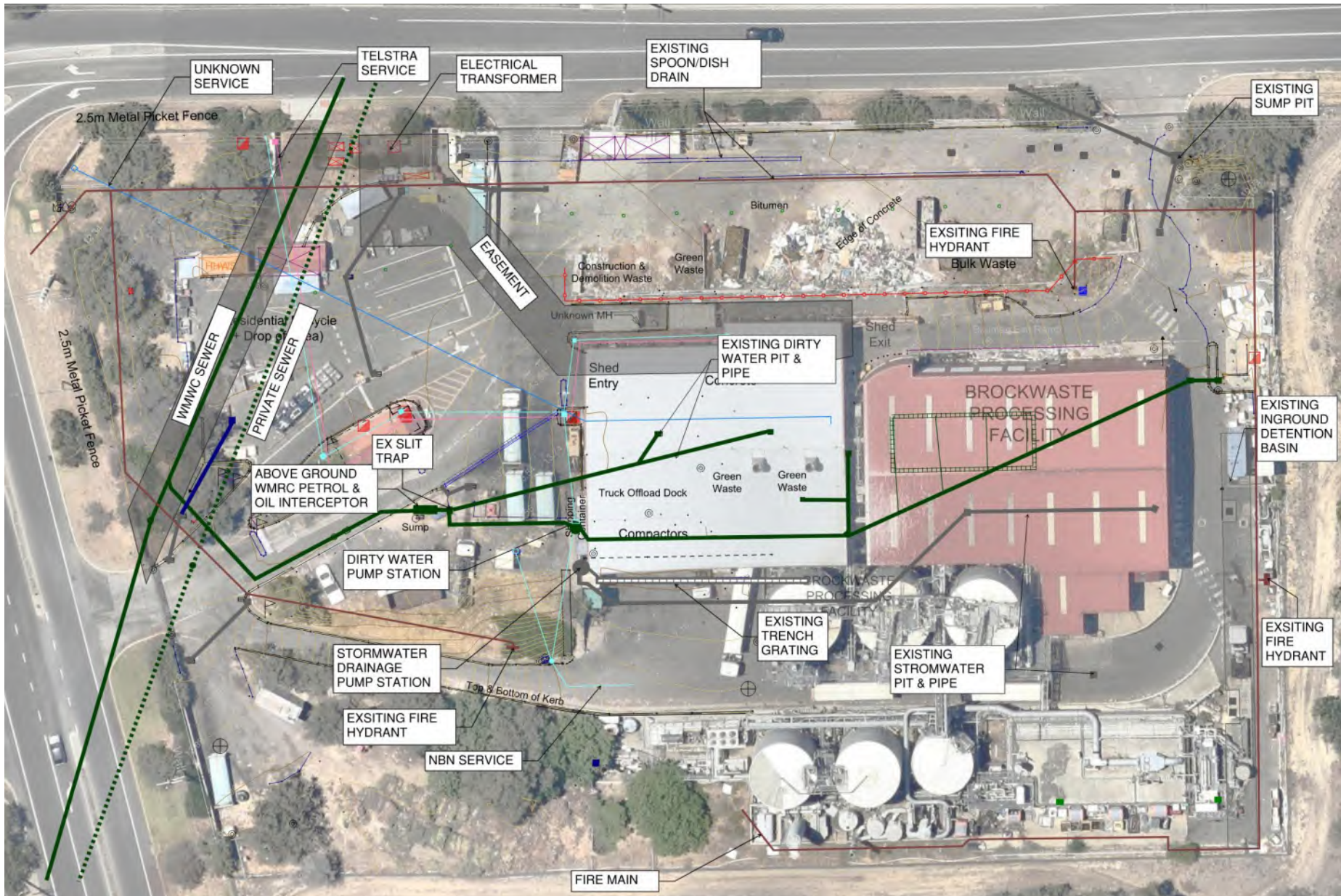


Figure 7 Existing site services

5.2.5 Reuse of materials on site

There are currently two primary approaches for reusing materials on site. Firstly, if the DiCOM warehouse cannot be economically adapted to meet the National Construction Code (NCC) Section J requirements² for energy efficiency in new and renovated commercial buildings, its existing wall cladding could be repurposed. The Colorbond cladding sheets could be used to construct a canopy over the Paid Waste Services area or utilised in construction of screen walls to improve site aesthetics along the Brockway Road and Lemnos Street frontages.

Secondly, materials excavated during the modification, replacement and/or extension of existing retaining walls, along with incoming construction waste such as bricks and concrete rubble, could be utilised to fill gabion cages. These cages may serve as relocatable traffic directing or exclusion measures, visual barriers, or as decorative features and embankment protection and landscaping enhancement measures throughout the site, supporting both functionality and improved aesthetics.

5.2.6 Future expansion of Waste Transfer Station

Looking towards the future, it is anticipated that within the next decade, the recycling centre may require additional floor space within the Waste Transfer Station to accommodate growing operational demands, evolving waste streams and increasing waste volumes as urban density increases and population grows.

This expansion could be efficiently achieved by extending the Waste Transfer Station building southward, over the lower compaction area. Such an approach would effectively double the usable floor area within the waste transfer station, allowing for increased capacity, greater functionality and enhanced flexibility to manage greater volumes of material as the centre and associated service offerings evolve.

The level of the future expansion is nominally at RL14.00m, and the lower compactor area is at nominal RL7.10m this provide sufficient headroom for the continued transfer activities performed at the lower compactor area.



Section J Energy Efficiency | NCC - National Construction Code – available from <https://ncc.abcb.gov.au/editions/ncc-2022/adopted/volume-one/j-energy-efficiency/part-j1-energy-efficiency-performance-requirements>

5.3 Waste management technologies

A comprehensive review of variously relevant waste management technologies was conducted, with particular emphasis on ensuring safety, scalability, optimising waste transfer efficiency, operational materials handling simplification and enabling systematic transformation of the processes by which the community recycling centre receives, stores, and dispatches waste and recyclable materials.

This evaluation sought to identify solutions capable of streamlining material flow and handling, minimising manual intervention, and reducing potential risks to staff and visitors. Through the integration of advanced systems and equipment, the recycling centre can be significantly enhanced in terms of operational throughput, upholding the highest standards of safety, and enabling recyclable and non-recyclable materials to be managed in accordance with industry best practice.

This positions the WMRC and the recycling facility to be able to meet existing service demands while minimising initial redevelopment costs, remain adaptable and able to progressively implement technology elements to support future growth, operate efficiently and achieve of long term sustainability objectives, as funds become available.

5.3.1 Safe Refuse Tippers

The Safe Refuse Tipper (SRT) system, or equivalent, represents a significant upgrade in materials handling efficiency for the paid waste services area of the recycling centre, offering a robust (although capital-intensive) solution.

The fixed plant and semi-automated operation eliminate the need for frequent manual staff intervention and servicing of bays with a wheel loader. It is also noted that these systems enable efficient filling of hook-lift bins with waste being tipped more centrally into the bin than would typically occur with a basic sawtooth transfer without SRT units. The system also eliminates fall from height risk.

To ensure safe operation and appropriate segregation between public and operational areas, a minimum level of separation has been incorporated into the design. A minimum vertical separation of 1.5 m has been considered between the customer tipping platform and the operational service corridor, and a minimum level of 0.6 m for bulk green waste areas.

The SRT system offers the highest level of safety for staff and customers and maximises operational efficiency, making SRT's (or equivalent) a preferred long-term choice for sustainable waste management system improvements. These units could be progressively installed to defer and spread capital upgrade costs while reducing the need for mobile plant to operate within the paid services (back-of-house) service corridor.



Figure 9 Safe Refuse Tipplers at Goulburn Waste Management Centre, NSW

5.3.2 Onboard weighing for transfer trailers

A practical improvement that could be implemented immediately to boost operational efficiency at the recycling centre is the upgrade of all existing waste transfer trailers with onboard weighing (OBW) systems. This would eliminate the need for semi-trailers and A-doubles to access the weighbridge before leaving the site and entering the public road network, ensuring loads are optimally maximised yet remaining within legally permissible limits, and freeing up valuable space within the facility.

OBW also reduces concerns about accommodating swept paths of longer vehicles and eliminates the need for loaded transfer vehicles to recirculate through the site to access the weighbridge to confirm total vehicle mass is within legal limits (chain of custody compliance). Additionally, it streamlines load management, minimises bottlenecks, and increases overall throughput, allowing for more flexible and efficient site operations. The new compaction/ejection transfer trailers recently acquired by WMRC already incorporate OBW technology.

An alternative approach for chain of custody compliance with existing contractor vehicles could be to explore installation of a weigh-in-motion (WIM) axle weighing deck in the lower compaction area. The envisaged arrangement would require a very small footprint, nominally around 3 m wide by 0.9 m long, and can weigh axles as the vehicle drives over it at up to 5 km/h.³ However, it would need to be centred within the southern access corridor of the lower compaction area as a vehicle-length of level distance is needed before and after the device. WIM is not trade certified and is therefore only suitable for check-weighing and due to space limitations, may only suit a single trailer configuration. Implementing OBW technology may therefore be a preferable approach.

5.3.3 Palletisation of recyclables

Given the site's space and access constraints, a reconfigured CRC within the repurposed DiCOM warehouse building could realise notable operational efficiencies by adopting methodologies and operating procedures from the logistics industry. This is particularly through the reconfiguration of waste reception, storage, and dispatch

³ Diverseco Weigh-in-motion compact weighbridge brochure, available at <https://diverseco.com.au/wp-content/uploads/2024/09/Weighbridges-Weigh-in-Motion-WIM-Accuweigh-by-Diverseco.pdf>

using standardised pallets, pallet cages and pallet bins on a flat concrete warehouse floor inside a clear span warehouse building.

Standardised palletisation would enable more predictable stacking, easier movement with forklifts or pallet jacks, and better utilisation of available floor space and headroom, while also streamlining stockpile management, back-of-house services and reducing turnaround times.

This approach allows for consistent handling practices, simplifies the training required for staff, and supports safer operations by reducing manual lifting and the risk of injury. Moreover, standardised pallet use can facilitate smoother integration with automated systems in the future, helping the centre remain agile and capable of meeting rising demands and sustainability targets.

The standardised palletisation strategy is used in the Thornleigh Community Recycling Centre operated by Hornsby Shire Council in NSW. WRMC can leverage standardised palletisation to drive operational efficiencies within a warehouse setting of similar scale. However, WMRC hold distinct advantages over Thornleigh, due to access to a dedicated lower compaction area, this enables more streamlined material handling and compaction processes. Moving facility administration and support functions into the new administration building will also free up additional warehouse floor space for core recycling activities.



Figure 10 Thornleigh Community Recycling Centre, Hornsby Shire Council, NSW

5.4 Summary of investigation and findings

Overall, the site presents several constraints, but the inherent opportunities and synergies available significantly offset these limitations.

While the constraints outlined in section 5.1 may appear challenging, they can be addressed through thoughtful planning and by leveraging the opportunities described in section 5.2.

Where design and planning may not fully resolve issues, the technological solutions discussed in section 5.3 offer additional pathways to bridge remaining gaps and support the site's progressive adaptation, staged implementation and continued improvement.

These include:

- Use of SRTs with barricading to reduce fall risk for residential customers unloading their vehicles at the sawtooth tipping area
- Progressive implementation of fixed plant infrastructure such as SRTs.
- Implementing on-board weighing systems for all waste transfer trailers to improve efficiency and chain of custody compliance without needing to use the weighbridge for loaded vehicles
- Palletising recyclable materials to improve materials handling and space efficiency in the CRC.

Further optimisation, design development and refinement of the site layout, as well as value-engineering, cost optimisation and development staging progression, will be possible in the detailed design phase of the project. Any associated revision to development staging and design refinement, is outside the scope of this current project and would form part of future detailed design (by others).

6. Layout, movement and technology options

In the course of this investigation, a total of nine explorative layout option iterations were initially developed to address the site's space constraints, operational challenges and evaluate opportunities for serviceability and technological improvements. These served as the foundation for refining four conceptual layout options that better aligned with the project's objectives.

This report presents specifically on the development process and findings associated with the final two options, Option 3 and Option 4. Option 4 has been identified as the preferred pathway for further CRP development. Accordingly, facility area schedules (FAS) were only produced for Option 4, to inform capital cost estimating.

6.1 Overview of options

The main difference between Option 3 and Option 4 centres on their approach to facilitating Paid Waste Services and, in particular, the requirements for access, egress, materials handling, safety in design, infrastructure elements and progressive implementation of technology enhancements. Option 3 is more dependent on mobile plant for waste handling and management, with less emphasis on major structural changes (retaining walls) and grade separation.

By contrast, Option 4 incorporates the progressive implementation of Safe Refuse Tippers, integrating advanced technology to automate much of the waste handling process as funding becomes available. This option requires the construction of extensive new retaining walls and hardstand areas, as well as significant changes to existing site levels to accommodate the automated systems. These incremental investments would support a more streamlined and consistent operation, improving site safety, efficiency, and scalability by reducing reliance on semi-continuous movement of mobile plant and enabling greater use of fixed plant technology.

Table 10 Options overview

Service Offerings	Option 3	Option 4
Waste Transfer Station (WTS)		
FOGO	Existing waste compactor.	
MSW	Existing waste compactor.	
GO	Relocated into current waste transfer station.	Relocated into Paid Waste Services.
Community Recycling Centre (CRC)		
Mixed Scrap Metal	Relocated into repurposed DiCOM building.	
Clothing		
Bicycles		
Cardboard		
Household hazardous waste		
Cooking oil		
E-waste		
Glass bottles & jars		
Motor oil		
Paper (un-shredded)		
Polystyrene		
Sporting goods		
X-rays (secure shredding bin)		
Product stewardship scheme		
Sale of bagged compost	Relocated to entry weighbridge	
Paid Waste Services		
Asbestos	Relocated to new expanded paid waste services.	
Construction and demolition	Expansion to include current paid waste services and existing CRC area.	Expansion to include current Paid Waste Services and existing CRC area. New paid waste services area to be covered.
Bulk waste		
Green waste	Existing hook lift bins and mobile plant.	Staged upgrade from barrier wall to SRTs.
Mattresses	Relocated to new expanded Paid Waste Services.	
Tyres		
Whitegoods		
Community Service		
Free mulch pickup	Relocated to new expanded Paid Waste Services.	
Community Education	Within new administration building.	
Operational Support		
Weighbridge	Relocated to new site entry precinct.	
POS at weighbridge office		
Truck wash	Combined and located adjacent to Waste Transfer Station.	Adjacent to waste transfer station,
Hot load bay		Adjacent to new weighbridge and weighbridge office.
Administration building	Within new site entry precinct.	

6.2 Option 3 (preliminary layout)

Figure 11 shows the preliminary concept layout developed as Option 3.

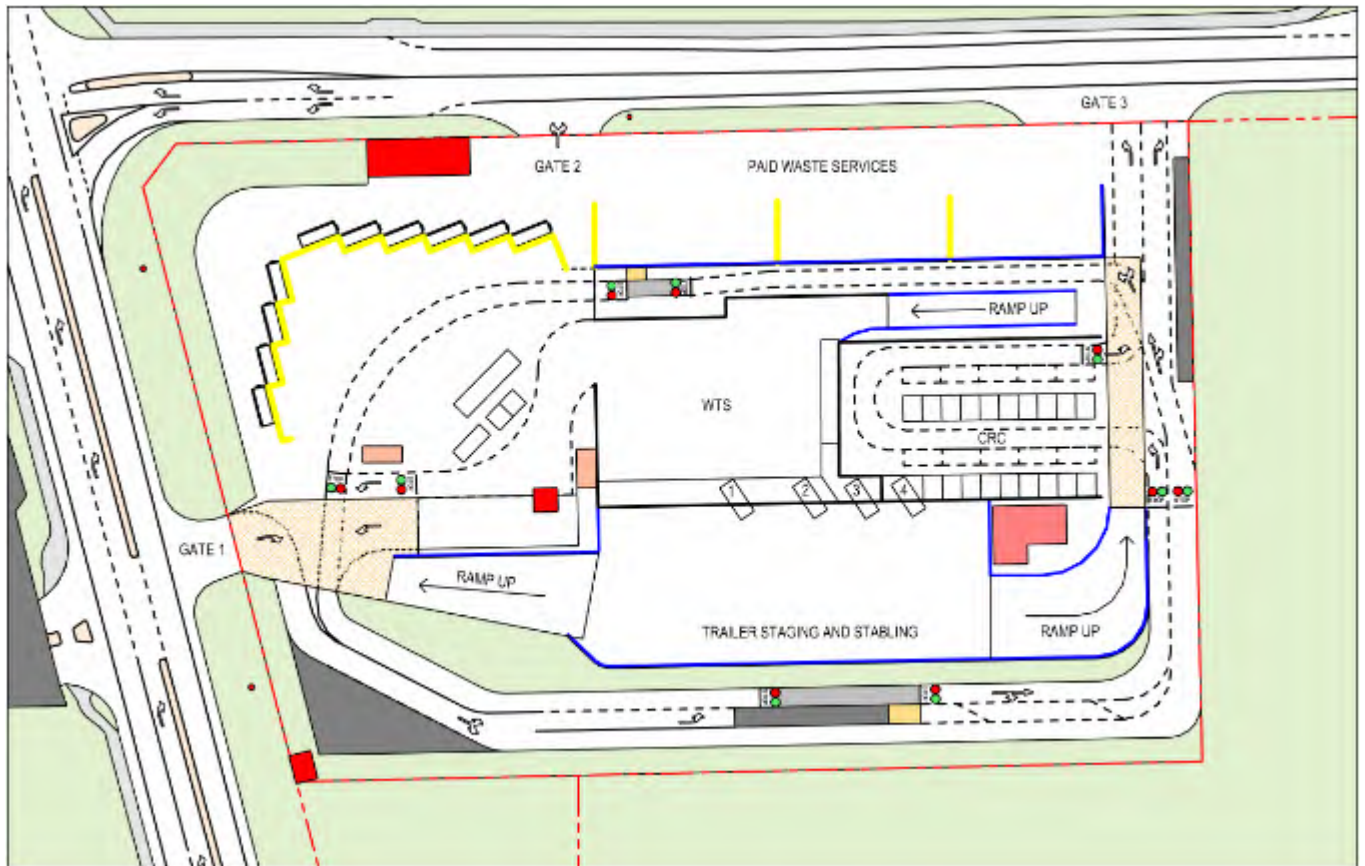


Figure 11 Option 3 layout

6.2.1 Layout summary

Option 3 proposed the following key elements:

- Relocated existing CRC into the vacant DiCOM warehouse.
- Reposition existing cardboard compactor to lower compaction area.
- Extensive development of lower compaction area.
- Extensive development of southern boundary into new entry precinct.
- Footprint for future administration building adjacent to Gate 1.
- Combined hot load bay and truck wash bay adjacent to the WTS (west side).
- Modest extension of benching north of WTS to establish drive through lane for customer light vehicles.
- On-grade reception of PWS waste streams, to be loaded into hook lift bins by WMRC staff operating mobile plant (wheel loader)

For more details, refer to Appendix C.

All existing stormwater pits, soakage pits, and associated pipes will require inspection and cleaning to improve and assure ongoing drainage performance.

Service lids that were previously located in non-trafficable areas but now fall within trafficable zones due to revised circulation arrangements will need to be adjusted to suit the new grading levels, and all pit lids are to be upgraded to trafficable lids based on traffic-loading requirement.

6.2.4 Technology considerations

No specialised equipment, other than new waste compactors and walking floor for kerbside GO, were considered for Option 3.

6.3 Option 4 (preferred layout)

Figure 13 shows the preliminary concept layout developed as Option 4.

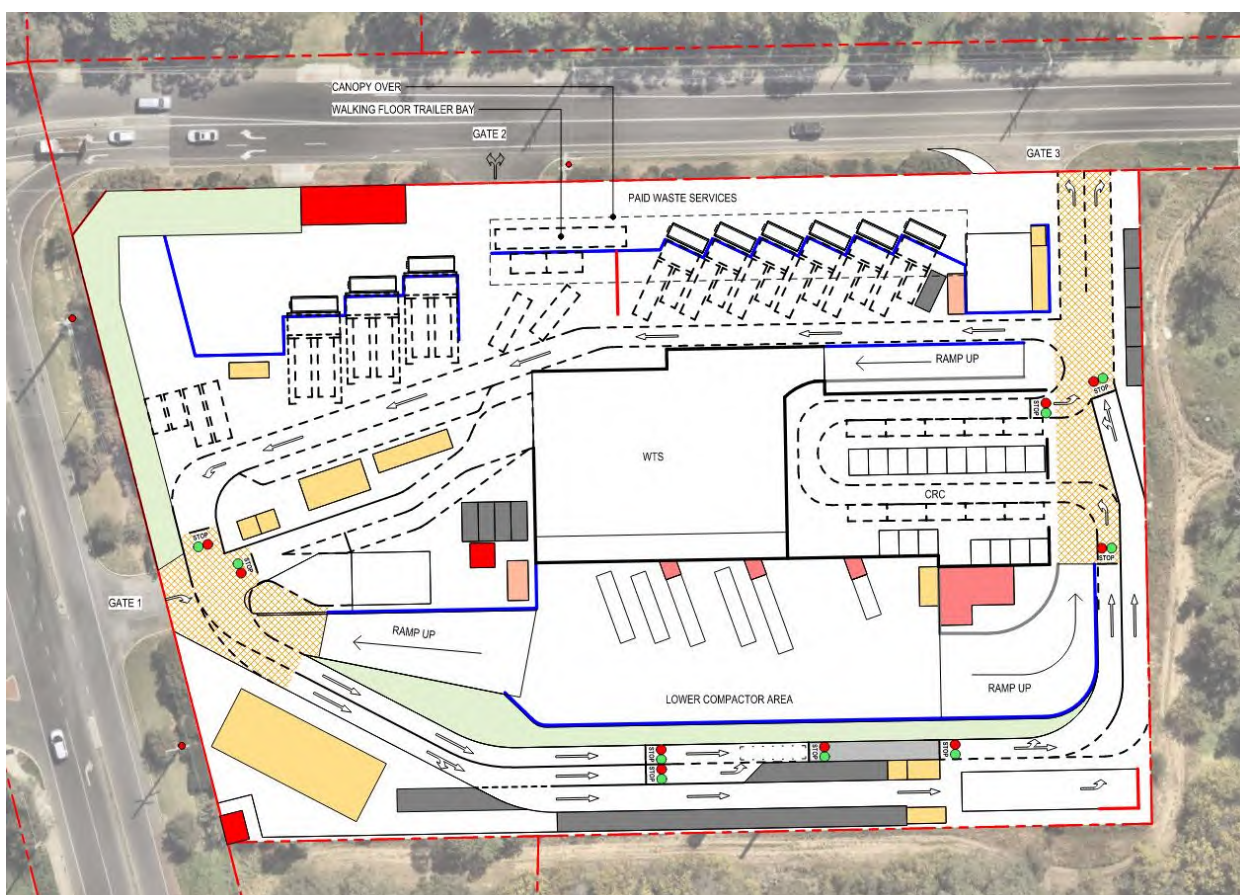


Figure 13 Option 4 layout

6.3.1 Layout summary

Option 4 incorporates the following key elements:

- Relocation of the CRC into the vacant DiCOM warehouse building.
- Reposition existing cardboard compactor to lower compaction area.
- Extensive development of lower compaction area.
- Extensive development of southern boundary into new entry precinct.
- Footprint for future administration building adjacent to Gate 1.
- Hot load bay located immediately after inbound weighbridge.

- Major extension of benching north of WTS to establish drive through lane and PWS drop off bays.
- PWS to incorporate location/area of current CRC, canopy over PWS.
- SRT to facilitate loading of hook lift bin from high point and eliminate fall from height risk.
- Truck wash adjacent to WTS.
- Low volume green waste to be dropped off at PWS bay serviced by SRT into hook lift bin below
- High volume bulk green waste to be dropped off at commercial PWS bay serviced by SRT into 95 cubic metre walking floor trailers.

For more details refer to Appendix B.

For Facility Area Schedule refer to Appendix D.

6.3.2 Movement path summary

The main vehicle movement logic elements for Option 4 are:

- All vehicles to enter via Gate 1.
- All vehicles to exit via Gate 3 (except for council or contractor service vehicles; exit via Gate 2).
- All vehicles (except transfer vehicles) to travel from Gate 1 to Gate 3 via anticlockwise traffic flow over inbound weighbridge.
- Transfer vehicles (semi-trailer and A-double) to travel directly down the ramp from Gate 1 into lower compaction area. To exit, transfer vehicles go up east ramp and are given priority via traffic lights/boom gates to Gate 3.

For Swept Path Analysis, refer to Appendix B.

6.3.3 Civil considerations

Option 4 requires more extensive civil works to support development of an elevated Paid Waste Services sawtooth tipping bay arrangement, stationary Safe Refuse Tippers (or equivalent) and improved separation between small vehicles and WMRC's waste handling operations. Cut and fill is required to extend benching north of the Waste Transfer Station and establish raised drop-off areas for the public. New retaining walls are incorporated to enable grade separation, improve safety and support efficient and safe waste handling and removal. Refer to Appendix K for Concept Civil Sketch Plan for option 4 layout.

Stormwater runoff from roofs and non-contaminated pavements would be directed to the existing stormwater network. A new in-ground stormwater detention system is to be incorporated in the north-east corner to replace the existing drainage sump affected by the proposed Gate 3 road-widening works. The adjacent rest area used by the SRT bin collection vehicles will be bunded to manage potential oil leaks generated during operation and to prevent uncontrolled discharge to the surrounding pavement and drainage system. Surface runoff from this area will be directed to a proposed in-ground oil and hydrocarbon containment system (Atlan Spillceptor or approved equivalent) to capture and treat contaminants prior to discharge. Refer Figure 14 for the typical section of the proposed Atlan Spillceptor for information.



Figure 14 Typical section of Atlan Spillceptor

The Paid Waste Services area will have canopy for weather protection, refer to Figure 13. Stormwater from the covered area will be discharged onto the surface away from the leachate zone and directed to the stormwater sump, ensuring separation between stormwater and leachate within the Paid Waste Services area.

The Safe Refuse Tippers area and the hot load bay are treated as contaminated catchments and are fully bunded or regraded to ensure all runoff is captured and conveyed to the dirty water system.

Firefighting water from the hot load bay is also contained and directed via piping to the lower compaction area hardstand (trailer staging and stabling area). Clean stormwater runoff in this area is collected and gravity-drained via a channel grate to the existing packaged pump station, which pumps stormwater through a rising main to the existing upper level of the DiCOM warehouse before being directed via existing stormwater pipes to in-ground detention and infiltration. In the event that contaminated runoff finds its way to the pump station, a conductivity sensor trips the power to the pump and contaminated water is captured and contained within the lower compaction area. This enables containment of fire water from the hot load bay. Contaminated water would be pumped out via vacuum truck (liquid waste collection contractor), in the event of a hot load being discharged and fire extinguished in the hot load bay.

New roads, ramps and pavements are required to support revised traffic movements and heavy vehicle loading. The civil layout considers existing services, easements and environmental constraints and the proposed civil works are configured to support future expansion of the Waste Transfer Station and Paid Waste Services.

All existing stormwater junction pits, soakage pits, and associated pipes are to be inspected and cleaned to improve drainage performance.

The existing above-ground oil and grease interceptor is to be replaced with an in-ground system to facilitate the proposed traffic circulation layout as described in Option 3 and Section 6.2.3.

Service lids that were previously located in non-trafficable areas but now fall within trafficable zones due to revised circulation arrangements are to be adjusted to suit the new grading levels, and all pit lids are to be upgraded to trafficable lids based on traffic loading requirements.

6.3.4 Summary

Option 4 is the preferred option for the Concept Redevelopment Plan as it provides improved operational efficiency, safer separation between public vehicles and waste handling activities, and greater long-term flexibility for the Waste Transfer Station. The arrangement enables a more controlled and efficient Paid Waste Services drop-off configuration through an elevated sawtooth tipping bay layout, while also allowing for the progressive replacement of mobile plant operations with stationary Safe Refuse Tippers. This option provides improved traffic management, operational safety and capacity for future expansion compared to the other options considered. This option also enables improvement to leachate management compared to the existing conditions, particularly around the PWS, by allowing for the better surface water control and separation of stormwater from Leachate.

6.3.5 Technology considerations

Option 4 considers the use of SRTs in addition to compactors and walking floor trailers for waste handling, processing and out hauling. Please refer to section 5.3 for more details.

7. Development staging

The staging of the CRP implementation is primarily driven by the need to minimise operational impact, ensuring service continuity throughout construction. Each stage is carefully planned to allow ongoing waste management operations, with adjustments made to maintain access and functionality for staff and customers. Additionally, improvements to vehicle movement and safety are key considerations, with traffic flows and site layouts modified progressively to enhance operational efficiency and reduce risks associated with public and plant interactions.

Each stage apart from Stage 1 and Stage 6 involves the demolition of existing assets and construction and commissioning of new assets or relocation of existing assets. Each stage functions as a mini project within the overarching concept redevelopment plan. For every stage where new assets are introduced, the relocation of existing assets is prioritised and fully completed before commencing demolition works for the next stage. This staged approach ensures that the site continues to operate as though the redevelopment were complete, while funding arrangements for subsequent stages are finalised.

Refer to Figure 15 for the overview of the proposed staging.



Figure 15 Staging overview

7.1 Stage 1

Stage 1 is the preparatory stage for the enabling works required for the development of future stages, especially the temporary relocation of the bulk green waste processing, and expansion of the lower compactor area, and the establishment of the gate 3 exit precinct. The works in this stage gives the project much needed space to enable the relocation of functionalities in later stages.



Figure 16 Stage 1

Stage 1 enables efficient construction of underground infrastructure headworks, including the new stormwater detention system in the north-east and the future outlet pipe connection from the hot load bay in the south. This stage facilitates direct upstream connections for infrastructure in subsequent stages, while minimizing disruption to current site operations.

7.2 Stage 2

The objective of stage 2 is to improve transfer vehicle efficiency in the lower compactor area with increased movement space. The demolition scope for this stage is the preparation for the establishment of the southern entry precinct and the widening of the western ramp down to the lower compactor area and the establishment of the gate 3 exit.

During this stage the bulk green waste drop off and holding located in the southwest corner of the site is temporarily relocated into the repurposed DiCOM shed. The stored bulk green waste will be aggregated within the repurposed shed and out hauled outside customer hours.

The existing MSW and FOGO compactors will be realigned to their final orientation.



Figure 17 Stage 2

No major impact to existing infrastructure is anticipated, except for the removal of the above-ground oil and grease interceptor, which will be replaced with an in-ground system to enable future staging works. Sediment and erosion risks generated from construction zones can be managed locally to minimise impacts on downstream stormwater infrastructure.

7.3 Stage 3

The objective of stage 3 is the commissioning of the southern entry precinct and widened western ramp down to the lower compactor area. The demolition scope for this stage includes the relocation of assets from the current community centre into the repurposed warehouse and the preparation works for the establishment of the western paid waste services.

During this stage, the temporary bulk green waste reception and holding will be returned to its original location with easier access via the entry road. The repurposed DiCOM warehouse will progressively be converted into the new community recycling centre, this will be the community recycling centre's final location.



Figure 18 Stage 3

No major impact to existing underground infrastructure is anticipated, except in the north-west corner where works are in proximity to an existing sewer easement. Construction in this area will be carried out in accordance with the "build over easement" requirements set by the relevant authority.

7.4 Stage 4

The objective for stage is the full commissioning of the new community recycling centre and the establishment of the western paid waste services. Demolition scope for this stage includes the relocation of the two demountable blocks used by WMRC as site office and restroom. It also includes the preparation work required for the establishment of the eastern paid waste services.

During this state the community recycling centre will be operating at full capacity, however the paid waste services will be operating at reduced capacity.



Figure 19 Stage 4

This stage requires protection measures for existing underground infrastructure, including the fire hydrant network located north of the Waste Transfer Station and adjacent building footing. Minor excavation works outside the Stage 4 boundary will be required to connect the new stormwater network to the newly constructed detention tank (from stage 1) or existing stormwater pit.

7.5 Stage 5

The objective of this stage is the commissioning of the eastern paid waste services and site vehicle stabling and maintenance functions. The demolition scope of this stage includes the demolition of the existing gatehouse and weighbridge post the commissioning of the new administration facility.

During this stage the bulk green waste will be relocated to the newly established eastern paid waste services, the cleared area at the southwest corner will then be used as the location as the new administration building.



Figure 20 Stage 5

7.6 Stage 6

The objective of this stage is to formalise the western paid waste services with line markings and paving over the location of the previous gatehouse and weighbridge pit.

This will be the final stage of the project.



Figure 21 Stage 6

8. Indicative capital costs

Indicative concept-level (AACE Class 5) costs provided by subcontractor RBB Consultants, was received in April 2026. The estimated head contractor construction cost totals \$15.32 million, comprising:

- \$6.56 million for buildings and facilities
- \$8.75 million for site works.

A comprehensive allowance for indirect costs has been included, covering planning, design and construction contingencies (each at 5%), statutory charges, commissioning, consultant fees (9%), and ICT provisions. Several items are explicitly excluded or noted as allowances only, including land acquisition, public art, ecologically sustainable development (ESD) initiatives beyond compliance, decanting/relocation, and some equipment still to be confirmed.

The resulting gross project cost is estimated at \$21.36 million. The estimate is indicative and based on preliminary design information, with key assumptions around scope, competitive tendering, and client removal of existing equipment. This cost estimate has been included in Appendix E.

9. Next steps

Following the adoption of the CRP, GHD recommends a range of site, equipment and civil design investigations are undertaken to progress the design development and further refine the project scope and cost,

9.1 Site and equipment considerations

- A full feature survey should be undertaken after the removal of DiCOM infrastructure.
- A conditions assessment of the DiCOM warehouse and attached office, amenity and workshop, will inform any remediation works that may be required.
- Dedicated time for GO reception, drop off and out hauling in one of the western PWS bays.

9.2 Civil design considerations

- GHD recommends conducting CCTV and visual inspections of the existing stormwater infrastructure located at the trailer, staging, and stabling areas, as well as the leachate management pump within the WTS, during the next design phase to support condition assessment and identify potential improvement works by others.
- The extent and configuration of any existing earthing grid associated with the pad-mount power supply transformer within the identified no-go zone is currently unknown. This should be investigated and confirmed during the next design stage
- Based on the requirements of the National Construction Code (NCC) and the outcomes of the Bushfire Risk Assessment, additional on-site fire protection infrastructure such as fire pumps and fire water storage tanks may be required over the existing fire infrastructure noted in the section 5.2.4. These requirements will be confirmed during the detailed design stage and are excluded from cost planning at this stage.
- Assess the existing western ramp leading to the lower compaction area in the next design phase. The current slope, based on previous survey data, is approximately 1:10, which is at the upper limit of acceptable gradients for A-double vehicles.
- Following receipt of the updated feature survey and geotechnical investigation, review the type and alignment of the proposed 6m retaining wall proposed run along the south side of Trailer Staging and Stabling area during the next design phase to achieve an optimal solution that minimises construction footprint, cost & to ensure safe and efficient vehicle movement (i.e. A-double).
- Additional consideration is required during the next design stage for temporary construction facilities, including laydown areas, site access, and parking, in relation to the proposed staging strategy and maintaining uninterrupted site operations.

Appendices

Appendix A

Outcome Requirement Mapping

Appendix B

Option 4 – Site layout, staging and swept path

Appendix C

Option 3 – Site layout and swept path

Appendix D

Facility Area Schedule – Option 4

Appendix E

Cost Estimate – Option 4 (AAE Class 5)

Appendix F

**Project Steering Group Update
Presentation 3**

Appendix G

**Project Steering Group Update
Presentation 4**

Appendix H

Exploratory Options

Appendix I

RFI Register

Appendix J

Risk Register

Appendix K

Yard Piping and Pavement Retaining Wall



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→ **The Power of Commitment**

Waste 2026 Conference Summary

Thirty years of change and the next phase of delivery

The Waste 2026 Conference celebrated its 30th anniversary and reflected a sector that has changed profoundly since 1996. What began in an era dominated by landfill, kerbside collection systems and emerging recycling programs has become a far more complex discussion about circular economy policy, infrastructure investment, emissions reduction, product stewardship, disaster resilience, community trust and data maturity. Across the three days, a consistent message emerged: the direction of reform is now clear, but success will depend on the practical systems, partnerships and investment settings needed to deliver change.

Day one – Tuesday 12th May 2026: From policy ambition to system delivery

Day one started with NSW's waste challenge in stark terms. **Minister Penny Sharpe MLC** described NSW as being at the precipice of a waste crisis, citing dwindling landfill capacity, growing waste volumes and the need to reach the 2030 target of an 80% average resource recovery rate across all waste streams. She emphasised that government, councils, industry, workers, businesses and communities would need to “pull many levers all at the same time” to shift from a linear to a circular economy.

A key focus was the NSW Waste and Circular Infrastructure Plan. Chapter one was described as a whole-of-government response to ensuring Greater Sydney has sufficient residual waste and organics infrastructure as the FOGO mandates take effect. The Minister pointed to reforms intended to reduce planning risk, including faster Secretary's Environmental Assessment Requirements for priority proposals, an 80-day assessment target for some applications, a proposed waste infrastructure concierge, a waste infrastructure advisory committee and a public lands audit to identify potential sites for new waste infrastructure. These reforms were presented as necessary because waste infrastructure has too often not been treated as the essential service it is.

Tony Chappel, CEO of the NSW EPA, in his address on policy and regulation in the circular economy, broadened this frame by arguing that circular economy reform is no longer only about waste. It is also about productivity, economic resilience, energy security, housing and infrastructure costs, and public trust. From the EPA's perspective, recovered materials are simultaneously a resource, a commodity, a feedstock and a risk. The regulatory task is therefore to protect human health and the environment, build confidence in recovered materials and circular markets, and keep pace with innovation without compromising environmental integrity.

The international keynote from **Cathy Cook** added a practical comparison from England, where simpler recycling, extended producer responsibility and the deposit return scheme are reshaping collection obligations. Her presentation showed that mandates need consistent material definitions, food waste collection systems, funding, infrastructure readiness and local implementation support. This became a useful reference point for the rest of the day, particularly as NSW moves toward more mandated organics and product stewardship arrangements.

The **Resource Recovery Investment plenary panel** reinforced that investment confidence depends on risk being allocated clearly and consistently. Panellists returned to themes of planning delay, policy uncertainty, feedstock aggregation, long-term procurement and the difficulty of financing major infrastructure where offtake, levy settings or regulatory expectations may shift. Energy from waste, organics, plastics and recycling facilities were all discussed as examples of projects that require capital, confidence and social licence. The panel's strongest message was that collaboration is not optional: councils, industry, regulators and Treasury must understand each other's risks if projects are to move from concept to delivery.

Infrastructure was also the dominant day one theme. Presentations from the NSW EPA, SOILCO, Cleanaway and Arcadis showed that circular economy outcomes depend on physical capacity: organics facilities, transfer stations, resource recovery networks, transport systems, planning approvals, end markets and long-term contracts. SOILCO's planning perspective emphasised that organics facilities must adapt to changing feedstocks and technologies, while Arcadis highlighted Sydney's looming putrescible and non-putrescible waste capacity pressures, long-haul transport risks and the market impacts of concentrated transfer station capacity.

The **circular economy** sessions then widened the discussion beyond infrastructure. Joanne Chong from the Productivity Commission positioned circular economy reform as a materials productivity and economic opportunity agenda, while Olympia Yarger's Goterra case study made circularity tangible through the conversion of hotel food waste into outputs linked to agriculture. Alexandra Geddes' behavioural insights work on illegal dumping showed that circular systems require well-designed interventions, not only better messaging. Richard Reeve added a systems perspective, arguing that the current economy is "linear by design" and that markets respond to the settings society creates.

Battery fires gave the day a sharper operational edge. Presentations from Brett Lemin, David Cooke and Vanessa Seaton showed that lithium-ion batteries are now a whole-of-system safety issue for collection, transport, transfer stations, MRFs, insurers and workers. Thermal runaway, toxic smoke, re-ignition and embedded batteries in everyday products have changed the risk profile of waste and recycling facilities. The policy response was linked directly to stewardship, with Zac Auton presenting mandatory battery stewardship as a way to move beyond voluntary schemes, improve oversight and keep batteries out of the wrong waste streams. Jade Barnaby's B-cycle presentation complemented this by focusing on participation, behaviour change, efficiency and material outcomes.

Plastics, packaging and stewardship extended the same question: who should carry the cost and responsibility for products at end of life? The NSW Plastics Plan 2.0, AMCS's reduction and reuse advocacy, Cycleback Plastics, APR's soft plastics work, tyre stewardship, whitegoods stewardship and AMTA's Project Phoenix all showed different parts of the same transition. Councils are increasingly asking why they should bear the costs of products they did not design, manufacture, import or sell, while industry is being challenged to develop workable collection, reuse, recycling and recovery systems.

Energy from Waste closed day one by placing residual waste infrastructure within the broader implementation challenge. Katherine Driscoll outlined the local government pathway to EfW, including tenders, approvals, contracts and policy settings. Kwinana provided a practical commissioning case study, while Preet Brar's "purposeful agility" framing described the need for projects to adapt without compromising compliance or long-term outcomes. Nicole Overall's presentation added the parliamentary and community perspective. She described the Legislative Council inquiry into EfW, the large number of submissions received, and the need to hear from both communities and industry. Her remarks made clear that the debate has moved beyond the technical question of whether EfW can work, toward questions of trust, transparency, regional impacts, alternatives, levy use, evidence and whether communities feel genuinely heard.

Day Two — Wednesday 13th May 2026: Organics, regional resilience and behaviour change

Day two shifted from the broad implementation challenge to the systems needed to deliver change on the ground. Organics were the dominant theme. **Marco Ricci's** keynote on northern Italy showed what is possible when food and garden organics become the foundation of municipal resource recovery. Italy's system was presented as an integrated model built around source separation, food waste focus, dedicated tools and broad participation, supported by composting and biogas infrastructure.

The day also broadened circular economy thinking. **Professor Veena Sahajwalla's** keynote positioned waste as a resource for remanufacturing through SMaRT technologies and microfactories, with local processing, reduced transport and distributed manufacturing as key advantages.

Brett Lemin's keynote on fuel security placed waste services within a wider essential-service resilience frame, highlighting Australia's dependence on imported refined fuel and the exposure of waste operations to supply-chain disruption.

The FOGO panel, "Here, Now and What's Next", provided the most direct synthesis of the organics challenge. Amanda Kane described the transition from voluntary uptake and grant funding to mandatory introduction for households and businesses, noting that the sector is progressing well but that true circularity depends on clean streams, viable economics, product quality and strong end markets.

Processors and councils reinforced that contamination must be understood as a supply chain issue: household behaviour, tender specifications, collection systems, vehicles, processors and end markets all shape the final product. Blacktown's experience illustrated the scale of implementation, with major bin rollouts, high customer contact volumes, bin inspections and the remaining challenge of multi-unit dwellings. The panel also stressed that chemical contamination, regulatory stability and farmer confidence are central to whether compost markets can remain strong over time.

Education and behaviour change sessions showed how far waste education has evolved. The **30 Years of Waste Education panel** traced a movement from bin stickers, colouring sheets and "bin basics" toward circularity, identity, participation, belonging, behavioural science and the agency of young people. A key insight was that people are people first, not environmentalists first: successful programs often begin with human motivations such as decluttering, saving money, belonging, convenience or pride, with environmental outcomes following. The panel also stressed that language matters, with the shift from "rubbish" to "resource" preceding cultural change.

Sean Galdermans and Nick Lawrance both argued that **FOGO** mandates and commercial food waste diversion will create a major infrastructure task, with interest in dry anaerobic digestion, biomethane, organics-to-energy and outputs beyond compost alone. Carly Gregg's East Gippsland case study highlighted the regional reality: low population density, long distances, rising transport costs and limited processor options make local processing a question of compliance, cost and community acceptance. Angus Johnston added the less visible issue of FOGO rejects, noting that contamination can accumulate in oversize fractions and that low-value reject streams need better pathways if organics systems are to perform well.

FOGO Collection design and behaviour change were treated as critical infrastructure in their own right. Edie Benny's City of Sydney pilot showed how a shift from 60 litre to 25 litre food scraps bins could better suit dense urban housing, while Amanda Kane's AI and social science presentation showed how contamination hotspots can be identified and understood through cameras, data and local behavioural research. Edward Santos' MUD infrastructure audit in The Hills and Paul Tanko's Ipswich case study both showed that organics rollouts require flexible service design, community engagement and preparation well before the mandate deadline.

The second major theme of day two was **regional** resilience. Mayor of Lismore, Steve Krieg's, Northern Rivers presentation argued that if councils do not plan ahead for waste capacity, they lose control and communities pay the price. Geri Robles' Mildura work showed the challenges of dispersed regional service delivery, while Antony Cullen's NetWaste presentation demonstrated the value of regional procurement across 25 councils covering 40% of NSW's land area. Peter Windley's Shoalhaven MRF presentation showed how regional infrastructure can move a council from distance and dependency toward resilience, local jobs and resource recovery.

Landfill was not treated as the future destination, but as critical infrastructure that must be managed properly during the transition. Whole-of-life landfill costing, landfill airspace optimisation and residual waste strategy sessions emphasised that landfill costs include capital development, capping, post-closure obligations, cover ratios, compaction, asset replacement and operational discipline. The strongest message was that landfill airspace is a scarce and valuable asset, and that the difference between average and high-performing landfills is often consistency.

The school and **behaviour change** presentations reinforced this direction. Inner West's children-focused FOGO program, KESAB East Waste's year-long schools program and EnviroCom's behaviour change framework all pointed toward evidence-based, targeted and participatory education. Waste audits, student agency, staff capacity, research and clear behaviour targets are replacing broad awareness campaigns that assume information alone will change behaviour.

Disaster waste management added a final resilience theme to day two. Presentations on Wollondilly's disaster waste sub-plan, asbestos risk, disaster preparedness and EPA support for councils showed that floods, storms and bushfires can overwhelm waste systems, create hazardous materials risks and slow community recovery if planning is not in place. These sessions reinforced that disaster waste is now part of local government readiness, environmental protection and community recovery.

Day Three — Thursday 14th May 2026: Practical tools, regulation and difficult waste streams

Steve Beaman's regulatory update provided the final EPA perspective for the conference. He argued that operational practice, regulation and policy cannot function in silos if the community is to have confidence that the transition to a circular economy is safe. The EPA's organisational changes were presented as part of a shift toward stronger frontline regulation, specialised waste regulation, centralised licensing and more support for councils. He also outlined moves toward more timely non-compliance reporting, digital monitoring data, possible public-facing environmental information platforms, disaster waste support, waste levy waivers during recovery, proactive inspections and regulatory guidance ahead of severe weather events.

Mike Ritchie's keynote asked why Container Deposit Schemes succeed while other extended producer responsibility models struggle. His answer centred on mandatory arrangements, clear targets, product responsibility organisations, coordinated payments and reporting, and the removal of free riders. He argued that the path to recovery targets requires landfill levies, mandates such as FOGO, mandatory EPR for hard-to-treat materials, EfW for residual non-recyclables and broader circular economy policy.

The **end-of-life appliances panel** added a practical stewardship case study to the day three discussion, showing how apparently simple household items such as fridges, freezers, air conditioners and other whitegoods carry hidden costs and risks once they enter the waste stream. The discussion highlighted that councils are often left managing bulky, inconvenient and underpriced products that contain hazardous refrigerants, valuable metals, plastics and other recoverable materials, with the cost of collection, aggregation, degassing, transport and processing falling largely to local government and ratepayers rather than producers. The panel also reinforced the case for mandatory product stewardship, with SSROC's research suggesting strong support across the value chain for a level playing field, repairability requirements and a levy-based model that could fund responsible collection, recovery and repair. The broader message was that end-of-life appliances expose a familiar gap in the circular economy: the environmental obligations arrive at the end of the chain, while the design, pricing and producer responsibility decisions are made much earlier.

Landfill management on day three focused on carbon, leachate and regional waste security. Garon Clough's Northern Rivers presentation reinforced that residual waste capacity decisions must be made well before landfill end-of-life is reached. Katrina Nelson identified landfill gas as a major council emissions opportunity, while Jane Barnett showed that methane measurement and climate reporting requirements are becoming more sophisticated. Nikita Sharma's leachate case study added a practical example of regional constraints, including wet years, limited storage, high disposal costs, WWTP refusal, PFAS concerns and the need for innovative onsite solutions.

Repair and reuse sessions offered a more community-facing view of circularity. The Repair Fair, RETREAD bicycle reuse, City of Sydney furniture rehoming, Salvos textile recovery, Resource Recovery Australia, MedEarth and The Bower showed how reuse can support social enterprise, employment, skills, community connection. A recurring idea was that many goods are not waste in any practical sense; they are poorly distributed resources that need systems, places and partnerships to connect them with people who can use them.

Sustainability in practice sessions showed councils embedding circular economy actions into ordinary systems. Council rebates were framed as behaviour change infrastructure, material flow analysis as a way to reveal hidden waste streams, Byron Shire's single-use packaging policy as a practical move to reuse, and Parramatta's events program as a test-bed for normalising sustainable choices in public life.

Litter and illegal dumping presentations reinforced the value of place-based evidence. Bird feeding, litter audits, illegal dumping research and cigarette butt rapid response programs all showed that public place issues require an understanding of behaviour, land use, hotspots, social norms, enforcement, access to services and community motivations. The litter audit presentation was particularly useful in showing how councils can move from reactive cleansing to proactive prevention through consistent measurement.

The **challenging waste stream** sessions showed the next edge of resource recovery. PFAS in sewage and biosolids, hazardous household chemicals, nappies and continence aids, and mattresses each present different technical and market barriers. The common theme was that difficult materials need tailored systems: safe household access points, specialised processing, viable end markets, product stewardship, and in some cases acceptance that the final 20–30% of a product may require a different pathway from the easily recyclable fraction.

The **data maturity workshop** provided an appropriate final theme. Resource Hub argued that data maturity is not about perfect systems, but about making data usable. Gatehouse inconsistency, poor classification, lack of standards and the gap between reporting and reality all create compliance, financial and decision-making risks. Across the conference, this point applied widely: whether the issue is FOGO contamination, landfill methane, litter hotspots, material flows, levy reporting or product stewardship, the sector increasingly depends on data that can be trusted and used.

Overall Conference Synthesis

Across three days, Waste 2026 showed a sector where the major themes are consistent. Infrastructure is now the bottleneck. Product stewardship is becoming unavoidable. Organics are moving from optional service to core infrastructure. Landfills remain necessary but must be managed as scarce, high-risk environmental assets. Communities need to be engaged early and honestly. Education must be behavioural, not simply informational. Difficult waste streams need targeted systems. Data quality is central to financial, regulatory and operational performance.

The 30-year milestone gave the conference a useful perspective. The sector has already navigated major shifts: landfill reform, kerbside recycling, e-waste, landfill levies, National Sword, export bans, product stewardship, plastics reform and FOGO mandates. The next phase will be harder because it requires the alignment of many systems at once: planning, procurement, regulation, capital, community trust, collection design, processing capacity, end markets, behaviour change and data.

The strongest message from Waste 2026 was that no organisation can deliver this transition alone. Councils, state agencies, regulators, industry, social enterprises, educators, manufacturers, recyclers and communities all hold part of the system. The circular economy will not be delivered by policy statements alone, nor by infrastructure alone. It will be delivered where good policy, practical regulation, investable projects, trusted data, community participation and operational capability come together.

ATTACHMENT 11-4A - Progress on WMRC Resolutions as at 28 May 2026

Key: Red – resolution not yet commenced. Orange – resolution underway. Green – resolution complete

This excludes procedural resolutions and most of those where Council only notes, endorses or receives a report.

Council Meeting	ITEM	RESOLUTION	COMMENT
11 December 2025 and 2 April 2026	10.4	Strategic Community Plan Review	Subject to report this meeting.
29 January 2026 and 2 April 2026	10.3	2026/27 Budget Preparation	Budget preparation is proceeding with Special Council meeting programmed for 18 June.
29 January 2026	10.4	Communications & Education Activities Plan 2026	To be implemented throughout 2026.
2 April 2026	10.5	Workforce Plan Adoption	Re-structure progressively being implemented.
2 April 2026	10.8	Fuel Price Increases	Implementation of escalated fuel pricing arrangements being established with suppliers, with subsequent amendments to be applied to WMRC fees and charges.
2 April 2026	16.1	Award of Tender RFT 01-2026: WMRC Residual Waste Processing	Tender awarded.
2 April 2026	16.2	Second Waste Compactor – Business Case	Provision included within draft 2026/27 budget and tender documentation prepared.
2 April 2026	16.5	Silo Bin Haulage	Actions underway to procure truck from West Tip Waste Control Pty Ltd.

AGENDA

CHIEF EXECUTIVE OFFICERS'

FORUM

Meeting held on Thursday 21 May 2026, commencing at 2:02 pm

1 NOMINATION OF FACILITATOR

Stuart Devenish agreed to facilitate the meeting.

2 ATTENDANCE

Member	Position	Council
M Newman	Chief Executive Officer	Town of Cottesloe
T Lynch	Acting Chief Executive Officer	Town of Claremont
C Cameron	Chief Executive Officer	City of Subiaco
R Cerinish	Director Corporate Services	Town of Mosman Park
Other attendees		
S Devenish	Chief Executive Officer	WMRC
B McInnes	Chief Operating Officer	WMRC
L Eustance	Strategy & Corporate Lead	WMRC
B Jackson	Projects Lead	WMRC
J Hallt	Finance Lead	WMRC
E Hindle	Communications & Education Lead	WMRC
J Crowe	Verge Valet Lead	WMRC
Apologies		
N Martin Goode	Chief Executive Officer	Town of Mosman Park
D Burnett	Chief Executive Officer	Shire of Peppermint Grove

3 DISCLOSURE OF INTERESTS

Nil

4 MATTERS FOR DISCUSSION / NOTING

5 COUNCIL RESOLUTIONS

5.1 Proposed Council Plan 2026 and Corporate Plan 2026

The group noted the Councils support for advertising of the proposed Plans and arrangements subsequently made to do such.

5.2 Workforce Plan 2026

It was noted that Council resolved to adopt the workforce plan which is now being implemented.

5.3 Budget 2026/27 Parameters Paper

The group noted Council adopted a parameters paper that is now guiding the preparation of the coming budget.

5.4 Audit Risk and Improvement Committee

Revised Terms of Reference for the Committee were noted as adopted, along with appointment of independent members.

5.5 Fuel Price Increases

The adoption of arrangements to adjust costs to reflect fuel price movements was noted.

5.6 Residual Waste Processing

Appointment of tender was noted.

5.7 Second Waste Compactor – Business Case

Adoption of a Council approved a business case for investment in a second waste compactor which will be provided for in the coming budget.

5.8 DiCOM Deconstruction

Council noted an update in relation to the deconstruction of DiCOM.

5.9 Silo Bin Haulage

Council approval of the acquisition of a second-hand truck to manage residual silo general waste during the phased decommissioning of this operation was noted.

6 FINANCIAL REPORT

A summary financial report of Year-to-Date (YTD) to April 2026 was noted.

7 OPERATIONS REPORT

An overview of waste operations, including safety initiatives, transaction numbers and tonnages was presented.

8 COMMUNICATIONS AND EDUCATION REPORT

An overview of the main activities of the team was presented, including Council liaison and support, waste communications, community education, Verge Valet and representation.

9 PROJECTS REPORT

An overview of projects underway was presented, including the RC Concept Redevelopment Plan, waste compaction evaluation, residual waste processing procurement, asset management planning, business strategy, financial strategy and upcoming major procurement activity.

10 MAY/JUNE COUNCIL MEETINGS

10.1 Anticipated Ordinary Council Meeting Agenda Items

The meeting is scheduled for 28 May 2026 at the City of Subiaco.

Items anticipated for the coming Ordinary Council meeting agenda include:

- Financial Activity Statements
- Creditor payments and Debtor Items
- Proposed Council Plan 2026 and Corporate Plan 2026
- Conference Report
- ERWtE Contract
- Safety and Operations Report
- Projects Report
- Communications and Education Report
- Verge Valet Report
- Progress on Council resolutions
- CEO Forum – Record of Meeting

10.2 Anticipated Special Council Meeting

A Special Meeting is programmed for 18 June 2026 to consider adoption of the annual budget.

11 OTHER MATTERS

Nil

12 NEXT MEETING6

2pm, 23 July 2026

13 CLOSE OF MEETING

Meeting closed at 2.38pm