



City of Rockingham

Business Plan

2025/2026 – 2034/2035

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Introduction



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1.1 Introduction

The City of Rockingham Business Plan provides a 10-year overview of the City's operations within the context of a fully integrated strategic and financial planning framework. The plan is guided by the five aspirations that are set out in the City's Strategic Community Plan, and more specifically is driven by the actions in the Community Plan Strategies which flow from the aspirations. The plan ensures financial sustainability for the future strategic positioning of the City and delivers a 10-year financed model of principal activities for the City of Rockingham. Importantly, it combines the various components of the integrated planning framework to provide a single document to which a reader can determine project timeframes, resource allocations and requirements all designed to assist in meeting the Strategic Community Plan aspirations.

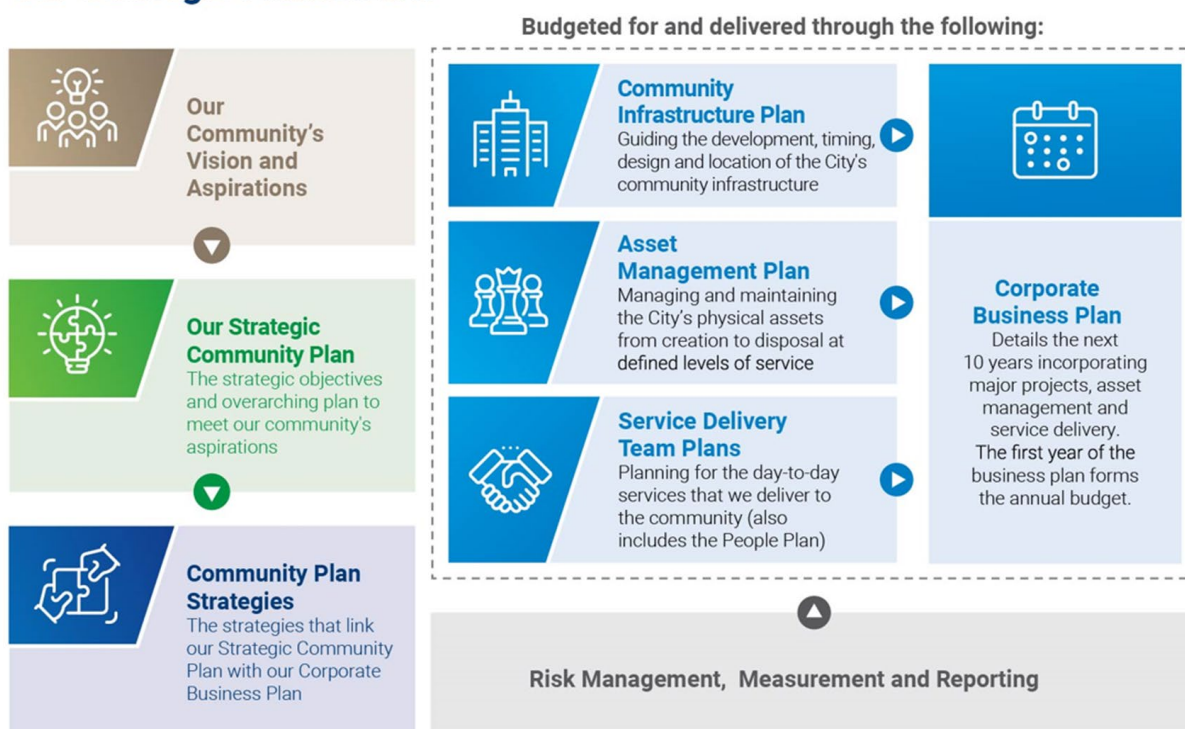
1.2 The Business Plan in the Context of the City's Strategic Framework

The City's Strategic Framework allows for community expectations to flow through from the Community Plan Aspirations to the Community Plan Strategies which set out the actions that need to be taken in order to meet these aspirations. The actions within the Community Plan Strategies are budgeted for implementation in either the:

- *Community Infrastructure Plan*
- *Asset Management Plan or*
- *Service Delivery Plans (also known as Team Plans).*

All of this is underpinned by a robust risk management framework and measurement and reporting on performance.

Figure 1: The City's Strategic Planning Framework
Our Strategic Framework



In considering the above comments, the City of Rockingham Business Plan is the best estimate of future financial forecasting, subject to volatile movements often beyond the control of local government. With this taken into context, it should be understood that the Business Plan is a primarily strategic planning tool with budgeting components included to give best estimates for the timing of projects.

It is imperative that the City has a method of prioritising projects according to community needs and prioritising the maintenance of existing assets. Further details are provided throughout this document. Past decisions of Council have provided some surety over future revenue predictions and firmed the financial viability of long-planned community infrastructure creation.

1.3 The Business Plan Components

Through the City's Integrated Strategic Planning Framework, various elements contribute towards the "whole" as represented by the Business Plan. This is represented in Figure 2 below.

Figure 2: Summary of the components that add up to the figures contained in the City's Business Plan



The City believes there are three primary reasons for preparing a multiple-year Business Plan, which in essence is summarised by the phrase “*Proper Planning Prevents Poor Performance*”:

1. **Good Management:** To focus on the City’s current situation, where it is going in the future, and how it intends to structure its operations in order to get there.
2. **Informed Decision Making:** By planning correctly and presenting information in a usable format, all parties are able to dissect information to make informed, appropriate and rational decisions and the public is able to view the transparent reporting systems of the City.
3. **Statutory Requirements:** As required by the Local Government Act 1995.

1.4 Purpose of a Business Plan and Key Measures of its Success

The City of Rockingham’s goal for this plan is to gather all the necessary information required to accurately plan for the future needs of the community by including the following:

- Realistic assessments of current and future operational finances, and to determine the level of “discretionary money” available each year. This allows for capital expenditure to be available for allocations and ensure operating costs are understood.
- Identification of all operational/non-operational financial issues.
- Integration of the Community Plan Aspirations, the Community Plan Strategies, Divisional Team Plans, Community Infrastructure Plan, Asset Management Plan and Annual Operating Budgets.
- Finance considerations for future directions; in particular, the replacement of existing assets with estimated costs and proposed years of implementation taken into account.
- Strategically aligning the course for the continual improvement of services and facilities in line with the Community Plan.
- Providing a means by which the City can review its future service delivery. This will enable it to analyse the causes of why any projects and their objectives need amending and the link to other plans.
- Proposal of the most appropriate mix of funding options so as to maximise the services provided and to adequately and more evenly spread the effects across multiple years.
- Align revenue inflows with expenditure outflows to maximise delivery of both services and construction-based projects.
- Maximise the opportunity to receive external funding (grants) by having worked plans available for grant submission process for consideration and allocation.
- Maximise the ability to adjust planning (construction, service or project) timeframes rapidly based on changing external input, in particular external funding (grant) opportunities.

There are generally three basic rules that can be applied to most finance-based projects that give an excellent indication as to the success of the planning process:

1. **On Time** – to develop a timeframe as to the start, completion and cash flow forecast for any given project.

2. **On Budget** – to develop an accurate forecast of costs associated with a number of projects or a single project. On budget means what it states; to come too far over or under budget both restricts projects and future planning processes. It also often leads to an ad-hoc approach to project prioritisation and items “jumping the cue” above predetermined priority levels.
3. **Within Specification** – to develop accurate specifications meeting the needs of the City. Precise specifications reduce the possibility of expensive post construction modifications.

It is expected that the following key outcomes will be achieved through the City’s Business Plan:

1. Identification of projects to be completed during the period.
2. Structuring of the City’s funding of those projects so they fall within its financial capacity.
3. Determination of the composition of those projects so they are achievable/affordable during the next 10 years.
4. Ensure that post 10 years the City remains capable of meeting future growth requirements.

The City will continue to strive to achieve the main directions laid down in the Strategic Community Plan and thus the City’s Business Plan. This will entail commitment and discipline to see these projects through to their completion and by maintaining the focus, these will be achieved.

1.5 Summary of the Key Projects over the next 10 Financial Years

Note 2.1 of the City Business Plan provides the best overview of the main community infrastructure projects. This is particularly relevant in local governments with rapidly growing populations such as the City of Rockingham.

Community Infrastructure Plan (CIP) Projects	Construction Start Year	Total Project Cost
Anniversary Park Clubroom Redevelopment	2025/2026	\$4,467,440
Autumn Centre Redevelopment	2025/2026	\$3,300,000
Safety Bay Foreshore Community Facility	2026/2027	\$11,000,000
Aqua Jetty Stage Two	2026/2027	\$33,400,000
Rockingham Foreshore Activity Node	2027/2028	\$3,441,910
Warnbro Community Recreation Centre Redevelopment	2027/2028	\$6,399,380
East Baldivis Recreation Reserve	2028/2029	\$8,088,900
Baldivis Outdoor Courts	2029/2030	\$1,537,900
Secret Harbour Community Library	2029/2030	\$1,649,310
Rockingham Aquatic Centre Redevelopment	2029/2030	\$21,515,523
Waikiki/Warnbro Outdoor Recreation Space	2031/2032	\$1,427,100
Lark Hill Sportsplex Norther Expansion – Ovals and Sports Pavillion	2031/2032	\$23,998,391
Arpenteur Park Master Plan	2033/2034	\$4,138,705

Other Civic/Civil Development	Construction Start Year	Total Project Cost
New Southern Depot	2027/2028	\$25,000,000

1.6 Key Assumptions

- All revenues and expenses from the Millar Road Landfill Facility have been quarantined and clearly indicated where included.
- The figures included within the plan are based upon present conditions, as well as projections based on current knowledge. Based on commentary from the Reserve Bank of Australia (RBA), the Consumer Price Index (CPI) nationally is targeted to be between 2% and 3%. 12-month CPI as of June 2024 and September 2024 is 3.8 and 2.8%, respectively. Consequently, a CPI of 3% is used for conservative forecasting.
- Rate increases for the first and second year of the plan are 3.9%, year three and four of the plan is 3.8%, and years five onwards at 3.5%. The plan allows 0.25% of rates from year one to year three to be allocated directly to coastal hazard risk management and adaptation planning (CHRMAP). These funds will be transferred directly into cash reserves each and every year up to 2027/2028. This is net of natural rate growth, which is expected to be approximately 1%. Depending on future economic conditions, this will likely change.
- The City of Rockingham is a minimum Financial Assistance Grant (FAGs) local government and receives FAGs in line with population growth. This is anticipated to grow in line with population and can be reasonably anticipated.
- Grants for major capital programs will be available on some occasions. With the exception of road grants, capital grants have been included where known and approved. Capital road grants have been averaged or included as expected for the duration of the plan.
- Recurring operational grants have been calculated to increase by 3% per annum.
- Contributions and reimbursements have been calculated to increase at 3% per annum.
- The City's fees and charges will be put before Council prior to budget adoption, with the annual yield of these expected to be increased by at least 3% per annum.
- Increases in the sanitation charges will be in line with expense requirements and are submitted to Council via the fees and charges.
- It is still uncertain whether interest rates could increase or decrease based on recent RBA announcements. The base amount of interest income on the City's "unrestricted funds" however, has been increased in year one to reflect the higher interest earned in recent years but is forecasted to remain static from year two onwards. Cash holdings are expected to decline upon completion of the current carryforward projects and therefore lower interest income. There will be variations to the interest earnings on each of the City's cash reserve accounts due to the fluctuations in the amounts transferred into and out of the respective reserve accounts. All interest related to cash reserves is earmarked to be deposited into the related reserve.
- State planning policies allow for local governments to collect revenue from "new" residential land parcels and selected residential dwellings created within the City boundaries. The City has implemented a Developer Contribution Scheme and is collecting revenue for newly created residential land/dwellings within the City boundaries. The City now has over ten years of history related to contributions and the accuracy of population forecasts. Given the uncertainty associated with predicting the land development activity in recent years, careful attention needs to be kept on revenues received. Receipt values have been amended down in the short term to reflect decreased land activity but by the end of the Scheme, land development remains similar to prior year predictions.
- For all other income, allowances have been made for these to increase by approximately 3% per annum. There is a close watch on landfill revenue, to which uncertainty exists. This is

related to the commencement of waste to energy facilities in proximity to the Millar Road Landfill Facility and the requirements being imposed on local government related to the State Waste Strategy. Implications associated with alternate waste treatments beyond landfilling have been anticipated in the forecasts.

- Employee costs are expected to increase in line with industry expectations in the forthcoming years. This will need to be reviewed annually with staff number increases related to population growth. A 7% increase in years one and two was provided to cater for both wage growth and population growth. The 3% increase in the employee cost from years three onwards is directly related to population growth.
- Materials and contractors can fluctuate significantly depending upon what is planned in each year. A base figure used from a modified prior average of the last six years, with 3% annual increases in line with CPI. It is traditionally very difficult to predict.
- Utilities have been calculated to increase at 3% per annum. Historically this has been difficult to estimate, particularly related to electricity costs. Unit rates for power have been known to increase in past years by much more than inflation.
- Insurances have been calculated to increase by 3% per annum. It is known that the current insurance market is difficult and given recent natural disasters, costs are likely to increase. There is potential for insurance costs to increase substantially above 3%. This situation is being monitored and may require future changes in assumptions.
- Transfers to and from reserves are to occur as per the separate Reserves Summary which is included in section 4 of the plan. Cash reserves are a mixture of cash held by statutory requirement and by decision of Council. The ratio of this mixture will adjust year-in, year-out according to prevailing conditions.
- The details of loans projected to be repaid each year are shown on the Loans Summary, which is included in section 4 of the plan. Proposed borrowings are directly related to projects. The City has implemented a modified Gross Debt to Operating Revenue Ratio to measure suitable debt to be held on the balance sheet. This ratio for any given year should not exceed 45%. A Debt Servicing Ratio is also used which is not to exceed 8%.
- All opening balances are determined to be zero with exception of the final year of the plan. This will be reviewed in future plans.

1.7 Overall Outlook of the City's Position

This plan, similar to prior years, requires significant resources to be delivered to new community infrastructure in the coming decade, and keeps rate increases to a minimum.

Given the population growth of the City, the construction of new facilities to service the community needs to be matched with the replacement of existing assets and buildings. A balance between these goal areas is always difficult and catering for specific needs can vary between years. The full cost of any new item needs to be fully investigated and taken into account, with those costs projected across the years. There are also difficulties currently being encountered in attracting contractors and staff to perform work given the economic conditions in Western Australia.

Millar Road Landfill revenue needs to be closely monitored. Alternate waste treatments do not attract state landfill levy and revenue is going to decrease significantly. Actions are occurring to ensure the Landfill assists in providing a revenue stream to the City although this is likely to be at much lower rates than prior years. Ultimately the City needs to prepare itself for a time when extraordinary revenue from this facility does not exist. If this happens sooner rather than later, rate increases or alternate revenues would need to be found to cover the loss in income or reduce the program of construction of infrastructure delivery.

The City is still facing some financial challenges. When revenue fails to match expectations, the City will rely on debt for planning. This Business Plan utilises significant debt to build planned infrastructure. Importantly, rates are increased modestly to support debt servicing and continue operational services and current standards noting increases in facilities. The City is highly reliant on residential rate revenue and lacks diversity of rateable land uses when compared against similar local governments. Noticeably, the City currently lacks a significant rateable industrial precinct. This information is noted in a planning context and the City still actively pursues employment related land in its boundary.

Given the above, the City has limited capacity to finance new facilities without increasing rates above those predicted or finding alternate revenue sources. This may include debt but this needs to be linked to ongoing debt repayment implications. The City always applies for relevant grants to assist in facility construction costs.

Notwithstanding the above, a City Business Plan needs to be flexible enough to allow for changes that may arise. When such situations do arise, Council should be prepared to consider varying its forward plans as much as possible to take advantage of any changes. This said, it should be conditional upon any new projects (which may or may not involve grants) not significantly impinging upon the City's core goals and long term financial and non-financial objectives.

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Project Plan



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2.1 Major Community Facilities and Civil Development - Construction Timetable and Other Information

Community Infrastructure Plan (CIP) Projects	Construction Start Year	Total Project Cost
Anniversary Park Clubroom Redevelopment	2025/2026	\$ 4,467,440
Autumn Centre Redevelopment	2025/2026	\$ 3,300,000
Safety Bay Foreshore Community Facility	2026/2027	\$ 11,000,000
Aqua Jetty Stage Two	2026/2027	\$ 33,400,000
Rockingham Foreshore Activity Node	2027/2028	\$ 3,441,910
Warnbro Community Recreation Centre Redevelopment	2027/2028	\$ 6,399,380
East Baldivis Recreation Reserve (Shared Use)	2028/2029	\$ 8,088,900
Baldivis Outdoor Courts	2029/2030	\$ 1,537,900
Secret Harbour Community Library	2029/2030	\$ 1,649,310
Rockingham Aquatic Centre Redevelopment	2029/2030	\$ 21,515,523
Waikiki/Warnbro Outdoor Recreation Space	2031/2032	\$ 1,427,100
Lark Hill Northern Expansion - Ovals and Sports Pavillion	2031/2032	\$ 23,998,391
Arpenteur Park Master Plan	2033/2034	\$ 4,138,705

Other Civic/Civil Development

Lotteries House/Administration refit	2024/2025	\$ 5,400,000
New Southern Depot	2027/2028	\$ 25,000,000

Other Information

Year	Op. Revenue	Gross Debt	Debt Raised	Debt Ratio to Op. Revenue
2025/2026	\$ 181,500,000	\$ 12,900,000	\$ 2,000,000	7.1%
2026/2027	\$ 188,300,000	\$ 32,300,000	\$ 22,000,000	17.2%
2027/2028	\$ 198,300,000	\$ 56,200,000	\$ 28,000,000	28.3%
2028/2029	\$ 207,000,000	\$ 66,800,000	\$ 15,700,000	32.3%
2029/2030	\$ 211,500,000	\$ 83,600,000	\$ 22,800,000	39.5%
2030/2031	\$ 220,500,000	\$ 86,000,000	\$ 10,000,000	39.0%
2031/2032	\$ 232,000,000	\$ 89,200,000	\$ 12,000,000	38.4%
2032/2033	\$ 240,900,000	\$ 79,300,000	\$ -	32.9%
2032/2034	\$ 247,200,000	\$ 68,900,000	\$ -	27.9%

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2.2 Major Projects - Listed By Years - Detailed

PROJECTS	Additional Comments	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
Major Landfill Expenses (excluding Plant)	See Note 3.6 for dissection	4,600,000	3,193,000	0	0	3,489,077	3,593,750	0	0	3,926,987	4,044,797
Plant Replacement - Landfill Major Plant	See Note 5.4 for dissection	485,000	580,000	1,083,000	0	1,400,000	738,000	860,000	1,332,000	160,000	2,140,000
		5,085,000	3,773,000	1,083,000	0	4,889,077	4,331,750	860,000	1,332,000	4,086,987	6,184,797
Landfill Discretionary Money Available (Note 2.4)		8,269,281	6,070,903	6,253,030	6,440,621	6,633,840	6,832,855	7,037,841	7,248,976	7,466,446	7,690,441
Net Landfill Contribution to City		3,184,281	2,297,903	5,170,030	6,440,621	1,744,763	2,501,105	6,177,841	5,916,976	3,379,459	1,505,644

Community Infrastructure Plan

Koorana Reserve Master Plan	Community Infrastructure Plan Page 78										
Baldivis District Sporting Complex (fields, pavillion, civil works)	Community Infrastructure Plan Page 80	0	0	0	0						
Baldivis Indoor Recreation Centre	Community Infrastructure Plan Page 82	0	0	0	0						
Anniversary Park Clubroom Redevelopment	Community Infrastructure Plan Page 101	2,680,464	1,340,232	-	-	-	-	-	-	-	-
Autumn Centre Redevelopment	Community Infrastructure Plan Page 103	1,980,000	990,000	-	-	-	-	-	-	-	-
Safety Bay Foreshore Community Facility	Community Infrastructure Plan Page 105	550,000	6,600,000	3,300,000	-	-	-	-	-	-	-
Aqua Jetty Stage Two	Community Infrastructure Plan Page 113	1,000,000	32,400,000	-	-	-	-	-	-	-	-
Rockingham Foreshore Activity Node	Community Infrastructure Plan Page 115	172,096	172,096	2,065,146	1,032,573	-	-	-	-	-	-
Warnbro Community Recreation Centre Redevelopment	Community Infrastructure Plan Page 107	319,969	319,969	3,839,628	1,919,814	-	-	-	-	-	-
East Baldivis Recreation Reserve (Shared Use)	Community Infrastructure Plan Page 117	-	404,445	404,445	4,853,340	2,426,670	-	-	-	-	-
Baldivis Outdoor Courts	Community Infrastructure Plan Page 119	-	-	76,895	76,895	922,740	461,370	-	-	-	-
Secret Harbour Community Library	Community Infrastructure Plan Page 121	-	-	82,466	82,466	989,586	494,793	-	-	-	-
Rockingham Aquatic Centre Redevelopment	Community Infrastructure Plan Page 123	-	-	1,075,776	1,075,776	12,909,314	6,454,657	-	-	-	-
Waikiki/Warnbro Outdoor Recreation Space	Community Infrastructure Plan Page 125	-	-	-	-	71,355	71,355	856,260	428,130	-	-
Lark Hill Northern Expansion - Ovals and Sports Pavillion	Community Infrastructure Plan Page 127	-	-	-	-	1,199,920	1,199,920	14,399,035	7,199,517	-	-
Arpenteur Park Master Plan	Community Infrastructure Plan Page 109	-	-	-	-	-	-	206,935	206,935	2,483,223	1,241,612

Other Capital Expenditure

Plant Replacement - Passenger Vehicles	See Note 5.1 for dissection	196,000	250,000	199,000	456,000	476,000	281,000	190,000	257,000	495,000	521,000
Plant Replacement - Light Commercial Vehicles	See Note 5.2 for dissection	340,000	457,000	714,000	856,000	923,000	531,000	523,000	400,000	1,033,000	1,219,000
Plant Replacement - Waste Collection Major Plant	See Note 5.3 for dissection	960,000	485,000	1,875,000	1,913,700	1,040,000	530,000	1,620,000	2,349,200	1,150,000	585,000
Plant Replacement - Parks Major Plant	See Note 5.5 for dissection	842,000	1,333,600	1,366,900	915,500	2,167,300	923,000	1,517,600	723,500	1,075,800	2,402,200
Plant Replacement - Technical Services Major Plant	See Note 5.6 for dissection	235,100	19,500	415,000	565,500	477,100	303,500	368,400	170,000	412,000	181,800
Plant Replacement - Miscellaneous Major Plant	See Note 5.7 for dissection	132,000	24,000	205,000	412,200	166,200	142,000	127,000	14,500	120,000	32,500
IT Replacement Equipment/Upgrades	See Note 3.1 for dissection	1,478,000	1,109,000	1,140,000	950,000	750,000	900,000	900,000	900,000	1,000,000	1,000,000
Parks and Nature Reserves	See Note 3.2 for dissection	3,027,556	7,383,125	7,985,320	7,251,310	6,668,517	5,450,000	5,000,000	6,000,000	6,000,000	6,000,000
Buildings and Facilities	See Note 3.3 for dissection	6,078,000	2,402,000	5,175,916	3,679,031	6,760,000	5,000,000	5,000,000	6,000,000	6,000,000	6,000,000
Roads and Transportation	See Note 3.4 for dissection	9,519,688	13,743,996	11,049,730	13,547,056	10,076,914	10,000,000	10,000,000	11,000,000	11,000,000	11,000,000
Marine Infrastructure	See Note 3.5 for dissection	30,000	1,520,000	1,425,000	2,540,000	1,500,000	2,500,000	2,500,000	3,000,000	3,000,000	3,000,000
Infrastructure under 100k	See Note 3.7 for dissection	585,000	520,000	520,000	520,000	400,000	400,000	400,000	500,000	500,000	500,000

Other Civic/Civil Development

New Southern Depot			2,500,000	15,000,000	7,500,000						
Lotteries House/Administration refit		2,400,000									

32,525,723	73,972,963	57,914,222	50,146,161	49,924,115	35,642,594	43,607,880	39,148,283	34,268,523	33,682,912
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Net Reserve Transfer	See Note 4.1 for further information	745,327	(16,413,604)	(551,086)	(3,288,314)	(1,327,711)	1,483,959	1,404,006	(2,732,452)	1,832,353	1,912,707
TOTALS EXPENDITURE EXCLUDING LANDFILL		33,271,049	57,559,358	57,363,136	46,857,847	48,596,405	37,126,554	45,011,886	36,415,830	36,100,876	35,595,619

Developer Contribution Scheme

(2,422,171)	(2,450,999)	(2,445,330)	(2,389,289)	(2,348,134)	(2,320,354)	(2,349,303)	(2,284,284)	0	0
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Loan Commitments - What is projected to occur

Ln1	Anniversary Park	10 Years	See Note 4.2 for Further Information	(2,000,000)	0	0	0	0	0	0	0	0	0
Ln2	Aqua Jetty Stage 2	10 Years	See Note 4.2 for Further Information	0	(15,000,000)	0	0	0	0	0	0	0	0
Ln3	Safety Bay Foreshore Community Facility	10 Years	See Note 4.2 for Further Information	0	(7,000,000)	0	0	0	0	0	0	0	0
Ln4	Rockingham Foreshore Activity Node	10 Years	See Note 4.2 for Further Information	0	0	(3,000,000)	0	0	0	0	0	0	0
Ln5	New Southern Depot	20 Years	See Note 4.2 for Further Information	0	0	(25,000,000)	0	0	0	0	0	0	0
Ln6	East Baldivis Recreation Reserve (Shared Use)	10 Years	See Note 4.2 for Further Information	0	0	0	(5,700,000)	0	0	0	0	0	0
Ln7	Asset Management	10 Years	See Note 4.2 for Further Information	0	0	0	(10,000,000)	0	0	0	0	0	0
Ln8	Rockingham Aquatic Centre	10 Years	See Note 4.2 for Further Information	0	0	0	0	(20,000,000)	0	0	0	0	0
Ln9	Baldivis Outdoor Courts	10 Years	See Note 4.2 for Further Information	0	0	0	0	(1,200,000)	0	0	0	0	0
Ln10	Secret Harbour Library	10 Years	See Note 4.2 for Further Information	0	0	0	0	(1,600,000)	0	0	0	0	0
Ln11	Asset Management 2	10 Years	See Note 4.2 for Further Information	0	0	0	0	0	(10,000,000)	0	0	0	0
Ln12	Lark Hill Sportsplex Northern Expansion	10 Years	See Note 4.2 for Further Information	0	0	0	0	0	(12,000,000)	0	0	0	0

LESS: Raising of Loans for Acquisitions =	(2,000,000)	(22,000,000)	(28,000,000)	(15,700,000)	(22,800,000)	(10,000,000)	(12,000,000)	0	0	0
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TOTALS COSTS LESS LOAN REVENUE OF ALL GROUPS	28,848,878	33,108,359	26,917,806	28,768,558	23,448,271	24,806,200	30,662,583	34,131,546	36,100,876	35,595,619
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Latest Calculation - Discretionary Money Available (Note 2.3)	16,909,794	14,624,879	14,682,199	16,042,360	15,417,931	16,019,518	18,199,165	20,568,498	23,944,297	27,530,677
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DIFFERENCE	(8,754,804)	(16,185,577)	(7,065,576)	(6,285,577)	(6,285,577)	(6,285,577)	(6,285,577)	(7,646,073)	(8,777,120)	(6,559,298)
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Contribution from Grants and Other Sources	(8,754,804)	(16,185,577)	(7,065,577)	(6,285,577)	(6,285,577)	(6,285,577)	(6,285,577)	(7,646,073)	(8,777,120)	(6,559,298)
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Balance of Funds from Prior Year

ALLOCATABLE AMOUNT	0	0	0	0	0	0	0	0	0	0
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Debt Servicing Ratio	1.20%	2.03%	3.24%	3.82%	5.28%	6.07%	6.11%	6.22%	6.22%	6.06%
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Not Recommended to Exceed 8%

Gross Debt to Operating Revenue Ratio	7.13%	17.14%	28.34%	32.26%	39.52%	39.02%	38.44%	32.93%	32.93%	27.89%
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Not Recommended to Exceed 45%

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2.3 10 Year Financial Projections Model - Period 2025/2026 to 2034/2035 - Surplus Calculations

	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
OPERATING INCOME										
Rates including Interims	117,866	123,641	129,576	135,796	141,906	148,292	154,965	161,939	169,226	176,841
Total Grants, Subsidies and Contributions - Operating	9,082	9,354	9,635	9,924	10,221	10,528	10,844	11,169	11,504	11,849
Total Fees & Charges	52,465	51,593	53,140	54,734	56,377	58,068	59,810	61,604	63,452	65,356
Total Interest Earnings	4,270	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other Income	14,316	14,745	15,188	15,643	16,113	16,596	17,094	17,607	18,135	18,679
Less Landfill Income	-25,906	-24,236	-24,964	-25,712	-26,484	-27,278	-28,097	-28,940	-29,808	-30,702
TOTAL OPERATING INCOME	172,092	179,096	186,575	194,385	202,133	210,206	218,616	227,379	236,510	246,023
OPERATING EXPENDITURE										
Total Employee Costs	-76,454	-81,806	-84,260	-86,788	-89,392	-92,073	-94,836	-97,681	-100,611	-103,629
Total Materials & Contracts	-63,722	-65,634	-67,603	-69,631	-71,720	-73,871	-76,087	-78,370	-80,721	-83,143
Utility Charges	-7,211	-7,427	-7,650	-7,879	-8,116	-8,359	-8,610	-8,868	-9,134	-9,409
Insurance	-1,491	-1,536	-1,582	-1,629	-1,678	-1,729	-1,781	-1,834	-1,889	-1,946
Interest Payable on existing Loans	-193	-199	-205	-211	-217	-224	-231	-237	-245	-252
Depreciation	-34,799	-35,843	-36,918	-38,026	-39,167	-40,342	-41,552	-42,799	-44,083	-45,405
Other Expenditure	-21,565	-22,212	-22,878	-23,565	-24,271	-25,000	-25,750	-26,522	-27,318	-28,137
Add Back Landfill Expenditure	17,636	18,166	18,710	19,272	19,850	20,445	21,059	21,691	22,341	23,012
TOTAL OPERATING EXPENDITURE	-187,799	-196,491	-202,386	-208,457	-214,711	-221,152	-227,787	-234,620	-241,659	-248,909
Net Operating Result	-15,706	-17,394	-15,811	-14,073	-12,578	-10,947	-9,171	-7,241	-5,150	-2,886
Add Back Depreciation - non cash	34,799	35,843	36,918	38,026	39,167	40,342	41,552	42,799	44,083	45,405
Less Principle Repayment on Existing Loans	-986	-1,013	-853	0	0	0	0	0	0	0
Less Principle and Interest on Proposed Loans	-1,197	-2,810	-5,572	-7,911	-11,171	-13,376	-14,182	-14,989	-14,989	-14,989
Subtotal	-155,183	-164,472	-171,893	-178,342	-186,715	-194,186	-200,417	-206,811	-212,565	-218,493
PROJECTED OPERATING SURPLUS	16,910	14,625	14,682	16,042	15,418	16,020	18,199	20,568	23,944	27,531

2.4 10 Year Financial Projections Model - Period 2025/2026 to 2034/2035 - Surplus Calculations - Landfill

	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
OPERATING INCOME										
Landfill Operations	18,740	16,856	17,361	17,882	18,419	18,971	19,540	20,127	20,730	21,352
Transfer Station	6,651	6,850	7,056	7,267	7,485	7,710	7,941	8,180	8,425	8,678
Recycling Operations	515	530	546	563	580	597	615	633	652	672
TOTAL OPERATING INCOME	25,906	24,236	24,964	25,712	26,484	27,278	28,097	28,940	29,808	30,702
OPERATING EXPENDITURE										
Landfill Operations	-14,454	-14,888	-15,334	-15,794	-16,268	-16,756	-17,259	-17,777	-18,310	-18,859
Transfer Station	-2,077	-2,140	-2,204	-2,270	-2,338	-2,408	-2,480	-2,555	-2,631	-2,710
Recycling Operations	-1,105	-1,138	-1,172	-1,208	-1,244	-1,281	-1,320	-1,359	-1,400	-1,442
TOTAL OPERATING EXPENDITURE	-17,636	-18,166	-18,710	-19,272	-19,850	-20,445	-21,059	-21,691	-22,341	-23,012
Net Operating Result	8,269	6,071	6,253	6,441	6,634	6,833	7,038	7,249	7,466	7,690
OPERATING SURPLUS - Landfill	8,269	6,071	6,253	6,441	6,634	6,833	7,038	7,249	7,466	7,690



Project Mix



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3.1 Information Communication Technology (ICT)

Major Purchases	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Review and Replace RFID		250,000	100,000		
Switch Replacement		100,000	100,000	300,000	100,000
UPS Replacement	30,000				
Telephone System Replacement					
AV Equipment Replacement	125,000	50,000	200,000	50,000	50,000
Next Generation Firewall			250,000		
Network Structure Equipment/expansion		200,000			
SmartWatch CCTV replacement		250,000			
Server/Storage Replacement	900,000				
Anti Virus System Upgrade			140,000		
Access Point Replacement			100,000		
CCTV Replacement (Cameras)	100,000	100,000	100,000	100,000	100,000
Replacement CCTV Plinth - Trailer/s		150,000	150,000		
Optical Fibre Upgrade/Expansion				200,000	200,000
CCTV Server/Storage	210,000			200,000	200,000
Wireless Access Points Upgrade					
Digital Radio System	80,000				
Upgrade Speech Recognition System (SpeechExec)				20,000	20,000
Multi Function Devices	24,000			80,000	80,000
Records Scanners	9,000	9,000			
Total Expenditure	1,478,000	1,109,000	1,140,000	950,000	750,000

3.2 Parks and Natural Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
Amadeus Crescent Reserve R47316					
Amadeus Reserve - Replace shelter and picnic table	\$ 14,000				
Amadeus Reserve - Replace combination play equipment	\$ 23,000				
Anniversary Park Reserve R31572					
Anniversary Park – Replace switchboards and electrical cabinets	\$ 112,000				
Antilla Place Reserve R33199					
Antilla Place Reserve - Infield reticulation				\$ 210,000	
Anvils Circle Reserve R47395					
Anvils Circle Reserve - Replace seating	\$ 25,000				
Aries Court Reserve R33007					
Aries Court Reserve - Replace lighting and switchboard	\$ 284,300				
Ashford Avenue Reserve R34459					
Ashford Ave Reserve - Replace benches	\$ 7,400				
Attwood Way Reserve R49124 (old R32684)					
Attwood Way Reserve - Infield reticulation				\$ 24,000	
Baltimore Reserve R47223					
Baltimore Reserve - Infield reticulation				\$ 70,000	
Bell Park R22568					
Bell Park - Replace lighting	\$ 10,000	\$ 1,600,000			
Wanliss Street carpark upgrade - Foreshore Master Plan		\$ 700,000	\$ 1,600,000		
Bequia Reserve R40223					
Bequia Reserve - Infield reticulation		\$ 30,000			
Bonnington Reserve R51396					
Bonnington Reserve - Resurface court			\$ 30,000		
Buckle Court Reserve R35477					
Buckle Court Reserve - Infield reticulation		\$ 42,000			
Buckle Court Reserve - Replace irrigation controller		\$ 7,875			
Bungaree Drain R33200					
Bungaree Drain Pathway - Replace lighting	\$ 341,856				
Careeba Reserve R33299					
tree planting (PIP)	\$ 49,000				
Central Promenade					
Central Promenade - Replace bench seating	\$ 10,000				
Chelmsford Reserve R45101					
Chelmsford Reserve - Replace spider net play equipment		\$ 25,000			
Chelmsford Reserve - Replace soffall under spider net play equipment		\$ 6,000			
Chelmsford Reserve - Infield reticulation			\$ 216,000		
Churchill Park R22568					

3.2 Parks and Natural Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
Churchill Park - Replace lighting	\$ 10,000	\$ 1,600,000			
City Park R41967					
City Park - Replace switchboard cabinet	\$ 18,000				
Cobblestone Circuit R47199					
Cobblestone Circuit - Convert lighting to LED			\$ 43,200		
Delphinus Reserve R32656					
Delphinus Reserve - Replace lighting				\$ 431,000	
Don Cuthbertson Reserve R41558					
Don Cuthbertson Reserve - Infield reticulation			\$ 288,995		
Emerald Park R22568					
Emerald Park - Replace picnic tables			\$ 33,000		
Emerald Park - Replace shelters including new concrete hardstand			\$ 245,250		
Emerald Park - Replace lighting					\$ 365,000
Ennis Avenue Reserve - Rear of Hillman Hall					
Hillman Hall carpark - Convert to lighting to LED and replace switchboard	\$ 40,000				
Ennis Avenue Reserve - Infield reticulation	\$ 90,000				
Ennis Avenue Reserve - Replace exercise equipment	\$ 65,000				
Ennis Avenue Reserve - Replace rubber softfall	\$ 65,000				
Ennis Avenue Reserve - Resurface court / skate zone	\$ 35,000				
Ennis Avenue Reserve - Replace basketball hoop	\$ 13,000				
Ennis Avenue Reserve - Improve accessibility of play equipment and install connecting paths, seating and tree planting (PIP)	\$ 70,000				
Fantasy Park					
Fantasy Park - Infield reticulation			\$ 150,000		
Fantasy Park - Replace shelters			\$ 140,000		
Fantasy Park - Replace switchboard			\$ 10,000		
Glenburgh Reserve R51661					
Glenburgh Reserve - Resurface court		\$ 23,000			
Gumnut Reserve R31548					
Gumnut Reserve - Install sporting goals (PIP)	\$ 13,000				
Gumnut Reserve - Replace irrigation controller				\$ 9,000	
Gumnut Reserve - Infield reticulation				\$ 117,810	
Harmony Park R46264					
Harmony Park - Infield reticulation			\$ 150,000		
Harrington Gardens Reserve R47171					
Harrington Gardens Reserve - Infield reticulation			\$ 180,000		
Haselmere Circuit Reserve R33669					

3.2 Parks and Natural Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
Haselmere Circuit Reserve - Replace and improve location of play equipment install path and seating (PIP)	\$ 93,000				
Hillsborough Reserve R51405					
Hillsborough Reserve - Replace lighting and switchboard	\$ 85,000				
Houston Reserve R32406					
Houston Reserve - Infield reticulation			\$ 60,000		
Houston Reserve - Replace irrigation controller			\$ 7,875		
Kingaroy Reserve (North) R50379					
Ballaballa Reserve - Convert lighting to LED	\$ 25,000				
Lake Richmond Reserve R47145					
Lake Richmond - Replace lighting and switchboard		\$ 5,000	\$ 145,000		
Lakemba Reserve R42742					
Lakemba Reserve - Replace court	\$ 25,000				
Larkhill Sporting Reserve R24059					
Larkhill Sporting Reserve - Surface rear access road	\$ 50,000				
Larkhill Sporting Reserve - Replace combination play equipment (north side)		\$ 55,000			
Larkhill Sporting Reserve - Replace passive reserve lighting				\$ 3,500	\$ 150,000
Lewington Nature Reserve R45509					
Lewington Reserve - Install seating and path (PIP)	\$ 9,000				
Lions Park Reserve R22948					
Lions Park Reserve - Replace lighting and switchboard			\$ 160,000		
Long Park Reserve R36155					
Long Park - Replace climbing net equipment	\$ 50,000				
Long Park - Convert lighting to LED			\$ 96,000		
Lynx Way Reserve R33085					
Lynx Way Reserve - Infield reticulation		\$ 42,000			
Madeira Reserve R41194					
Madeira Reserve - Replace play equipment	\$ 40,000				
Malabar Reserve R48565					
Malabar Reserve - Replace play equipment and install path, seating and	\$ 58,000				
Montmarte Reserve R45697					
Montmarte Reserve - Replace irrigation controller		\$ 7,875			
Montmarte Reserve - Infield reticulation		\$ 36,000			
Orleans Drive Reserve R42886					
Orleans Drive Reserve - Replace irrigation cabinet		\$ 10,000			
Orleans Drive Reserve - Replace irrigation controller		\$ 7,875			
Orleans Drive Reserve - Infield reticulation		\$ 90,000			

3.2 Parks and Natural Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
Palermo Cove R44449					
Secret Harbour Foreshore Carpark (north of SLSC) - Replace carpark lighting cable		\$ 110,000			
Phoebe Hymus Park R27854					
Phoebe Hymus - Replace lighting			\$ 413,000		
Pioneer Park Reserve R44916					
Pioneer Park Reserve - Replace lighting					\$ 68,000
Port Kennedy Foreshore R44076					
Port Kennedy Foreshore - Convert to LED			\$ 66,000		
Rotary Reserve R9025					
Rotary Reserve - Replace picnic tables			\$ 12,000		
Rotary Reserve - Replace shelters			\$ 45,000		
Safety Bay Foreshore (June-Malibu) R22270					
Safety Bay Foreshore - Replace shelters (Opp Ernest)		\$ 45,000			
Safety Bay Foreshore (Watts - June) R22035					
Safety Bay Foreshore (Carlisle – Waimea) - Replace lighting		\$ 350,000			
Safety Bay Foreshore - Install playground shade sails		\$ 36,500			
San Sebastian Reserve R47073					
San Sebastian Reserve - Replace combination play equipment	\$ 42,000				
Seabrooke/Barron Reserve R35060					
Seabrook Barron Reserve - Replace lighting				\$ 79,000	
Shoalwater Oval Reserve R24280					
Shoalwater Oval Reserve - Replace combination play equipment	\$ 38,000				
Singleton Foreshore R26469					
Singleton Foreshore - (Singleton Beach Rd) - Replace lighting and switchboard	\$ 301,000				
Singleton Foreshore - Replace shelters		\$ 65,000			
Singleton Foreshore - Replace shower and drinking fountain		\$ 15,000			
Tarwarri Park Reserve 35906					
Tarwarri Reserve - Replace play equipment		\$ 5,000			
Tarwarri Reserve & PAW's - Convert lighting to LED		\$ 57,000			
The Esplanade Foreshore R21487					
The Esplanade Foreshore including Palm Beach Jetty - Replace lighting			\$ 478,000		
The Village Green R48927 (Old R2595)					
The Village Green - Convert lighting to LED			\$ 5,000	\$ 200,000	
Townsend Reserve R35476					
Townsend Reserve - Replace lighting and switchboard					\$ 124,517

3.2 Parks and Natural Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
Trusty Park Reserve R44567					
Trusty Park Reserve - Replace lighting			\$ 35,000		
Warnbro Oval (Living Waters) R39592					
Aqua Jetty Tennis/Basketball courts - Replace sports floodlighting			\$ 450,000		
Warnbro Recreation Centre (Currie St Oval) R25478					
Warnbro Recreational Centre Oval - Replace cricket practice nets			\$ 110,000		
Warnbro Recreation Centre Training Oval - Replace sports floodlighting				\$ 676,000	
Parks & Natural Reserves					
Infield reticulation renewals				\$ 900,000	\$ 1,460,000
Electrical cabinet & controller renewals		\$ 100,000	\$ 300,000	\$ 350,000	\$ 400,000
Play equipment renewals		\$ 700,000	\$ 650,000	\$ 800,000	\$ 950,000
Sports surface renewals		\$ 500,000	\$ 500,000	\$ 1,400,000	\$ 1,500,000
Park furniture renewals		\$ 151,000	\$ 300,000	\$ 550,000	\$ 500,000
BBQ renewals		\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000
Water facility renewals		\$ 20,000	\$ 25,000	\$ 25,000	\$ 35,000
Sports equipment renewals		\$ 15,000	\$ 15,000	\$ 100,000	\$ 100,000
Park shelter renewals		\$ 50,000	\$ 100,000	\$ 300,000	\$ 300,000
Parks Improvement Plan - Upgrades and enhancements		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Fencing and retaining wall renewals	\$ 320,000	\$ 100,000	\$ 120,000	\$ 200,000	\$ 160,000
Pump and bore renewals	\$ 60,000	\$ 60,000	\$ 80,000	\$ 80,000	\$ 80,000
Environmental Reserve Management Plan - Upgrade pedestrian accesses	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Environmental Reserve Management Plan - Seal tracks with limestone	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Increase existing irrigation systems & urgent replacements	\$ 100,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
New and upgraded parks and park pathway lighting	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Parks - Urgent works	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Beach Access Path Plan	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	
Total	\$ 3,027,556	\$ 7,383,125	\$ 7,985,320	\$ 7,251,310	\$ 6,668,517

3.3 Buildings and Facilities	2025/26	2026/27	2027/28	2028/29	2029/30
ANNIVERSARY PARK SITE (HEFRON STREET)					
Anniversary Park - Replace toilets and changerooms	\$ 595,000				
AQUA JETTY SITE (WARNBRO SOUND AVENUE)					
Aqua Jetty - Replacement of Aqua Jetty 25m and 50m Pool Sand Filters		\$ 410,000			
Aqua Jetty - Replace perimeter garrison fencing		\$ 77,000			
Aqua Jetty - Resurface car park			\$ 316,468		
AUTUMN CENTRE SITE (MCNICHOLL STREET)					
Autumn Centre - Remove and replace kitchen vinyl covering	\$ 30,000				
BALDIVIS RESERVE SITE (CNR FIFTY/BALDIVIS ROADS)					
Baldivis Reserve (Baldivis Old Bar) - Replace structure		\$ 35,000			
COUNCIL ADMINISTRATION OFFICE/LOTTERIES HOUSE SITE					
Administration Reception Room - AV and Electrical upgrades / refurbishment	\$ 350,000				
Council Administration Building - Main Office - Replace air conditioning services	\$ 360,000				
Council Administration Building - Bridge Wing - Replace air conditioning services	\$ 475,000				
Council Administration Building - Renew render on administration building including clocktower and Lotteries House	\$ 505,000				
Council Administration Building - Square Entry - Replace air conditioning services	\$ 475,000				
Council Administration Building - Refurbish or replace water feature	\$ 50,000				
Administration - Bell Tower - Colour Changeable LED's	\$ 30,000				
COUNCIL DEPOT SITE (CROCKER STREET)					
Depot Infrastructure - Fire system compliance upgrade	\$ 520,000				
Depot Infrastructure - Sewer system upgrade	\$ 470,000				
Depot Infrastructure - Electrical upgrade	\$ 560,000				
State Emergency Services - Replace large transportable		\$ 80,000			
State Emergency Services - Replace small transportable		\$ 60,000			
Council Depot Nursery - Replace shed			\$ 120,000		
GEORGETOWN RESERVE SITE (GEORGETOWN DRIVE)					
Georgetown Reserve Changerooms - Replace roof covering	\$ 108,000				
GOLDEN BAY FORESHORE SITE (MARILLANA DRIVE)					
Golden Bay Foreshore Toilets - Replace toilet facility	\$ 400,000				
HURRELL WAY SITE (Building Operations Centre)					
Building Operations Workshop - Replace Roof			\$ 150,000		
JUNE ROAD RESERVE SITE					
June Road Reserve - Replace toilet facility	\$ 190,000				
MARY DAVIES LIBRARY & COMMUNITY CENTRE					
Mary Davies Library & Community Centre Courtyard - Upgrade lighting to LED			\$ 40,000		
Mary Davies Library & Community Centre Courtyard - Convert lighting to LED		\$ 5,000			
MIKE BARNETT SPORTING COMPLEX SITE (DIXON ROAD)					
Mike Barnett - Car Park - Convert lighting to LED					\$ 160,000
POINT PERON FORESHORE SITE					
Point Peron Toilet Block - Replace toilet facility				\$ 294,031	
ROCKINGHAM OLD MUSEUM SITE -CNR KENT/FLINDERS					

3.3 Buildings and Facilities	2025/26	2026/27	2027/28	2028/29	2029/30
Rockingham Museum Art and Craft Building - Refurbish kitchen	\$ 30,000				
SEPIA CHILD CARE SITE (SEPIA COURT/COUNCIL AVENUE)					
Sepia Court - Building renewal works	\$ 310,000				
SHOALWATER FORESHORE SITE (CNR WATTS/SAFETY BAY RD)					
Shoalwater Foreshore (Watts Rd) - Replace toilet facility		\$ 15,000	\$ 335,000		
SINGLETON FORESHORE SITE (FORESHORE DRIVE)					
Singleton Foreshore Toilets - Replace toilet facility	\$ 400,000				
WAIKIKI FORESHORE SITE (WARNBRO BCH/SAFETY BAY RD)					
Waikiki Foreshore Toilets (Malibu Rd) - Replace toilet facility			\$ 324,448		
WARNBRO RECREATION CENTRE SITE (OKEHAMPTON/CURRIE)					
Warnbro Recreation Centre - Carpark lighting upgrade			\$ 60,000		
Warnbro Recreation Centre - Major refurbishment			\$ 1,330,000		
WATTS ROAD SCOUT HALL SITE					
Watts Road Scout Hall - Install air conditioning				\$ 50,000	
Buildings & Facilities					
DAIP Access Audit Program	\$ 120,000	\$ 120,000			
Building renewals		\$ 1,500,000	\$ 2,400,000	\$ 3,235,000	\$ 6,500,000
Buildings - Urgent works	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Totals	\$ 6,078,000	\$ 2,402,000	\$ 5,175,916	\$ 3,679,031	\$ 6,760,000

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Major Road Projects					
MRRG Road improvement - Mundijong Road - Realign and install street lighting and crash barriers	\$ 1,000,000	\$ 1,000,000			
National blackspot projects		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Mandurah Road - Install sealed shoulder south of Safety Bay Road		\$ 1,500,000			
Thorpe Street - Install new local area traffic management solutions		\$ 500,000			
Parkin Street, Safety Bay Road, Point Peron Road, Hymus Street - Intersection upgrade		\$ 1,000,000	\$ 1,000,000		
Mandurah Road and Kerosene Lane - Intersection upgrade			\$ 150,000		
Aqua Jetty - Channelisation of the left turn from Warnbro Sound Avenue (design)			\$ 150,000		
MRRG Road improvement projects			\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Road safety action plan implementation	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
State blackspot projects	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Baldivis Road four lane dual carriageway from Kerosene Lane to Kulija Road		\$ 100,000	\$ 100,000	\$ 1,800,000	
Kulija Road four lane dual carriageway from Kwinana Freeway to Mandurah Road		\$ 100,000	\$ 100,000	\$ 3,000,000	\$ 3,000,000
Baldivis Road and Kulija Road - Intersection upgrade		\$ 500,000			
New Footpaths / Dual Access Paths					
Nairn Drive - New path (Amazon Drive south to connect to existing path)	\$ 42,163				
Patterson Road - New path (South side, Read Street to Dixon Road)	\$ 218,117				
Rae Road - WA Bicycle Network path construction	\$ 350,000				
Tranby Drive - New path (between the school entrance and the intersection of Tranby Drive and Eighty Road)	\$ 18,500				
La Manche Avenue - New path (Chelmsford Avenue to existing path adjacent to shopping centre)		\$ 31,035			
Rosewood Street - New path (Fisher Street to Bay View Street)		\$ 103,977			
Hampden Rise - New path (North side Maykbe Drive & Layer Close)			\$ 18,255		
Basslet Place - New path (Inside loop, Holcombe Road to Manta Court)				\$ 75,600	
Reeds Avenue - New path (18 Clearwater Avenue to Harmony Parade)				\$ 14,605	
Antero Road - New path (East side, Cherokee Gardens to Greeson Parkway)					\$ 30,000
Linville Ave - New path (West Side from Millgrove Avenue to Goongarrie Drive)					\$ 200,654
Murphy Way - New path (Fendam Street to Studzor Street)					\$ 121,867
Palmer Street - New path (Fendam Street to McCormick Street)					\$ 134,393
Carmody Road - New path (Gibb Road to Murchison Road)			\$ 168,126		

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Success Drive - New path (north side from Leeuwin Parade to opposite 12 Success Drive)			\$ 84,372		
Footpath projects - Minor missing links	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
New and Upgraded Infrastructure					
Parking upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 10,000
Install guarded school crossings	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Bus stops - New shelters and upgraded platforms	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Roads - Public area lighting plan	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Drainage Upgrades					
Drainage upgrades	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
Bus Shelter Renewals					
Warnbro Sound Avenue - Replace bus shelter - Stop 17290	\$ 20,000				
Bus shelter renewals		\$ 20,000	\$ 40,000	\$ 40,000	\$ 40,000
Street Lighting Renewal Projects					
Civic Boulevard, Central Promenade, Chalgrove Avenue and Administration Complex - Replace street lighting					\$ 30,000
Secret Harbour - Redesign and replace street lighting (Secret Harbour Stage 3)		\$ 2,340,443			
Secret Harbour - Redesign and replace street lighting (Secret Harbour Stage 4)		\$ 80,000	\$ 1,921,880	\$ 1,961,880	
Path Renewals					
Port Kennedy / Warnbro Foreshore - Replace paths (Capella Pass to Port Kennedy Drive)	\$ 457,004				
Path renewals		\$ 150,000	\$ 200,000	\$ 250,000	\$ 250,000
Car Park Renewals					
Car park renewals		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Road Resurfacing Renewals					
Acrasia Road - Road resurfacing (Clyde Avenue to Rimfire Road)	\$ 40,649				
Arthur Road - Road resurfacing (Owen Road to Donald Drive)	\$ 30,356				
Athens Entrance - Road resurfacing (Bayside Boulevard to Brussels Circuit)	\$ 24,648				
Rae Road - Road resurfacing (Garden Island Highway to Read Street)	\$ 669,180				
Read Street - Road resurfacing (Malibu Road to Goongarrie Drive)	\$ 109,546				
Read Street Service Road - Road resurfacing (Benjamin Way to Waterfront)	\$ 416,000				
Dixon Road - Road resurfacing (Goddard Street to Ambrose Street)	\$ 111,166				
Doghill Road - Road resurfacing (Young Road to 427 Doghill Rd)	\$ 236,430				
Dunlowe Loop - Road resurfacing (Eva Lynch Way to Arabella Meander)	\$ 56,899				
Eva Lynch Way - Road resurfacing (Royal Palm Drive to Mary Blair Way)	\$ 56,980				
Grand Ocean Boulevard - Road resurfacing (Warnbro Sound Avenue to Currie Street)	\$ 158,996				

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Grasshill Road - Road resurfacing (Amarillo Drive to Cul-de-sac)	\$ 124,822				
Jamaican Road - Road resurfacing (St Lucia Close to Seabreeze Street)	\$ 32,000				
June Road - Road resurfacing (Joseph Road to Rae Road)	\$ 115,428				
Louise Street Service Road - Road resurfacing (Simpson Avenue to Ashford Avenue)	\$ 12,853				
Makybe Drive - Road resurfacing (Baldvis Road to Bramall Terrace)	\$ 125,838				
Marlock Place - Road resurfacing (Paganoni Road to Cul de Sac)	\$ 52,156				
May Street - Road resurfacing (Thorpe Street to Cul de Sac)	\$ 23,741				
Carlingford Drive - Road Resurfacing (Bayside Boulevard to Barcelona Grange)	\$ 23,741				
Vista Place - Road resurfacing (Safety Bay Road to Cul de Sac)	\$ 29,680				
Wanliss Street - Road resurfacing (Patterson Road to Emma Street)	\$ 86,888				
Wittecarras Crescent - Road resurfacing (Olivenza Crescent to Carramup Circle)	\$ 76,673				
Roscoe Turn - Road resurfacing (Emma Street to Attwood Way)	\$ 54,083				
Round Hill Drive - Road resurfacing (Grand Ocean Boulevard to Ginger Court)	\$ 39,568				
Seahaven Street - Road resurfacing (Safety Bay Road to Charthouse Road)	\$ 96,232				
St Albans Road - Road resurfacing (Mundijong Road to Bertenshaw Road)	\$ 1,609,351				
Amarillo Drive - Road resurfacing (Karri Street to Mallee Drive)		\$ 318,862			
Anzio Court - Road resurfacing (Naxos Way to Cul-de-sac)		\$ 12,916			
Naxos Way - Road resurfacing (Vila Do Porto Crescent to Taiof Close)		\$ 30,071			
Noonan Road - Road resurfacing (Park Drive to Cambridge Crescent)		\$ 76,571			
Orion Street - Road resurfacing (Hercules Street to Turana Place)		\$ 52,633			
Penguin Road - Road resurfacing (Bent Street to Forrester Road)		\$ 69,714			
Pulsano Mews - Road resurfacing (Secret Harbour Boulevard)		\$ 17,839			
Clennett Close - Road resurfacing (Noonan Road to Cul-de-sac)		\$ 11,532			
Darile Street - Road resurfacing (Milina Street to Calume Street)		\$ 93,714			
Delaporte Turn - Road resurfacing (Coldicott Terrace to Vernon Gough Drive)		\$ 28,253			
Delphinus Place - Road resurfacing (Cygnus Street to Cul-de-sac)		\$ 40,562			
Epsilon Drive - Road resurfacing (Belgravia Terrace to Cul-de-sac)		\$ 74,738			
Exhibition Way - Road resurfacing (Park Drive to Balwyn Court)		\$ 115,428			
Farris Street - Road resurfacing (Ledgard Street to Cul-de-sac)		\$ 46,054			
Goddard Street - NB - Road resurfacing (Chalgrove Avenue to Leeuwin Parade)		\$ 138,038			
Grange Drive - Road resurfacing (Gascoyne Way to Ennis Avenue)		\$ 131,789			
Hercules Street - Road resurfacing (Cygnus Street to Orion Place)		\$ 94,536			
Hydra Close - Road resurfacing (Cygnus Street to Cul-de-sac)		\$ 53,821			
Jarvis Road - Road Resurfacing (Stakehill Road to Cul-de-sac)		\$ 29,808			

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Kent Street - Road resurfacing (Wanliss Street to Roe Street)		\$ 263,683			
Lloyd Road - Road resurfacing (Doghill Road to Cul-de-sac)		\$ 38,430			
Markaling Close - Road resurfacing (Milina Street to Cul de Sac)		\$ 17,696			
Montilla Crescent - Road resurfacing (San Sebastian Boulevard to Toledo Circuit)		\$ 60,800			
Montoro Drive - Road resurfacing (Laguardia Loop to Riaza Parkway)		\$ 48,360			
Cambridge Crescent - Road resurfacing (Mataitai Loop to Jindarra Close)		\$ 60,571			
Musca Close- Road Resurfacing (Orion Street to Cul De Sac)		\$ 17,839			
Riaza Parkway - Road resurfacing (Montoro Drive to Laguardia Loop)		\$ 50,119			
Truscan Close - Road resurfacing (Park Drive to Cul-de-sac)		\$ 20,267			
Tuart Drive - Road resurfacing (Eighty Road South to Eighty Road North)		\$ 187,812			
Victoria Street - Road resurfacing (Kent Street to Smythe Street)		\$ 73,360			
Waterton Way - Road resurfacing (Park Drive to Mataitai Loop)		\$ 211,428			
Wellard Road - Road resurfacing (Mandurah Road to End of the City Boundary)		\$ 144,556			
Westerly Way - Road resurfacing (Willmott Drive to Soraya Place)		\$ 41,143			
Woodwind Way - Road resurfacing (Rothbury Parade to Swifts Court)		\$ 14,947			
Seabrooke Avenue - Road resurfacing (Rae Road to Ricketts Court)		\$ 172,394			
Serpentine Road - Road resurfacing (Young Road to Powell Road)		\$ 108,226			
Soraya Place - Road resurfacing (Westerly Way to Cul-de-sac)		\$ 40,031			
Talquin Lane - Road resurfacing (Lanier Way to Clarkshill Road)			\$ 17,759		
Treetop Way - Road resurfacing (Oak Way north to Oak Way south)			\$ 128,994		
Tropea Place - Road resurfacing (Alicante Mews to Cul-de-sac)			\$ 7,914		
Ukich Place - Road Resurfacing (Stakehill Road to Cul-de-sac)			\$ 58,482		
Wattle Court - Road Resurfacing (Wandoo Drive to Cul-de-sac)			\$ 17,886		
Wister Bend - Road resurfacing (Blackshear Green to Texoma Link)			\$ 22,602		
Yate Court - Road Resurfacing (Yulbah Loop to Cul-de-sac)			\$ 24,180		
Yulbah Loop - Road resurfacing (Wandoo Drive West to Wandoo Drive East)			\$ 85,410		
Anstey Road - Road resurfacing (Warnbro Sound Avenue to Forty Road)			\$ 270,270		
Oasis Drive - Road resurfacing (Warnbro Sound Avenue to Secret Harbour Boulevard)			\$ 187,722		
Oneida Road - Road resurfacing (Oasis Drive to Warnbro Sound Avenue)			\$ 47,258		
Penson Street - Road resurfacing (Singleton Beach Road to Island Way)			\$ 50,738		
Churcher Road - Road Resurfacing (Stakehill Road to Cul-de-sac)			\$ 60,864		
Cobby Lane - Road resurfacing (Bertenshaw Road to Cul-de-sac)			\$ 24,786		
Crystaluna Drive - Road resurfacing (Marlin Way to Mandurah Road)			\$ 218,208		
Dorado Street - Road resurfacing (Navigator Drive to Harmony Parade)			\$ 18,641		

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Eighty Road - Road resurfacing (Nairn Drive to Oak Way)			\$ 132,920		
Federation Drive - Road resurfacing (Singleton Beach Road to Naval Avenue)			\$ 116,267		
La Spezia Drive - Road resurfacing (Maratea Parade to Palamos Vista)			\$ 19,414		
Lumsden Road - Road Resurfacing (Stakehill Road to Cul-de-sac)			\$ 13,000		
Manor Approach - Road resurfacing (Oak Way to Cul-de-sac)			\$ 57,514		
Maratea Parade - Road resurfacing (Secret Harbour Boulevard to Warnbro Sound Avenue)			\$ 105,600		
Marlin Way - Road resurfacing (Karunjie Road to Crystaluna Drive)			\$ 12,912		
Menton Place - Road resurfacing (Maratea Parade to Cul-de-sac)			\$ 34,292		
Minderoo Crescent - Road resurfacing (Noreena Avenue to Boolardy Road)			\$ 69,838		
Bancoura Parkway - Road resurfacing (Warnbro Sound Avenue to Palisades)			\$ 268,649		
Blue Fin Drive - Road resurfacing (Karunjie Road to Barramundi Street)			\$ 27,114		
Bluestone Parkway - Road resurfacing (Warnbro Sound Avenue to Burnsville Drive)			\$ 153,211		
Caddo Lane - Road resurfacing (Clarkshill Road to Ortona Crescent)			\$ 12,281		
Murdoch Drive - Road resurfacing (Singleton Beach Road to Indiana Parade)			\$ 34,438		
San Cristobal Garden - Road resurfacing (Mikonos Mews to Santa Cruz Parkway)			\$ 26,162		
Seabrooke Avenue - Road resurfacing (Rae Road to Arkwell Avenue)			\$ 216,000		
Seaside Link - Road resurfacing (Foreshore Drive to Dorado Street)			\$ 51,892		
Secret Harbour Boulevard Service Road 'A' - Road resurfacing			\$ 14,440		
Secret Harbour Boulevard Service Road 'B' - Road resurfacing			\$ 15,289		
Secret Harbour Boulevard Service Road 'D' - Road resurfacing			\$ 16,139		
Singleton Beach Road - Road resurfacing (Mandurah Road to Penson Street)			\$ 110,857		
Burnsville Drive - Road resurfacing (Bluestone Parkway to Nottely Crescent)			\$ 57,154		
Beale Way - Road resurfacing (Carlston Road to Tesla Road)				\$ 123,244	
Alicante Mews - Road resurfacing (La Spezia Drive to Bianco Place)				\$ 46,602	
Piombino View - Road Resurfacing (La Spezia Drive to Bianco Place)				\$ 26,162	
Portsea Place - Road Resurfacing (Sunningdale Circle to Cul-de-sac)				\$ 20,544	
Quindalup Court - Road resurfacing (Carvie Street to Cul de Sac)				\$ 18,348	
Rae Road - WB - Road resurfacing (Kitson Street to Read Street)				\$ 338,327	
Cavender Street - Road Resurfacing (Royce Street to Bight Reefs Road)				\$ 88,014	
Clovelly Way - Road Resurfacing (Axminster Street to Knowle Way)				\$ 72,980	
Dixon Road - Road resurfacing (Ennis Avenue to Day Road)				\$ 399,568	
Flores Place - Road resurfacing (Mauritius Court to Cul de Sac)				\$ 13,189	
Glenelg Close - Road resurfacing (Manly Crescent to Cul de Sac)				\$ 25,499	

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Grampian Court - Road resurfacing (Woodbridge Drive to Cul de Sac)				\$ 23,038	
Karnup Road - Road resurfacing (Baldivis Road to Kwinana Freeway)				\$ 257,400	
Karnup Road - Road resurfacing (Kwinana Freeway to Serpentine Road)				\$ 500,386	
Boundary Road - Road resurfacing (Arcadia Drive to Second Avenue)				\$ 85,250	
Canouan Loop - Road Resurfacing (Vila Do Porto Crescent to Vila Do Porto Crescent)				\$ 56,420	
Road Resurfacing 2029 - Projects to be confirmed					\$ 2,000,000
MRRG Road rehabilitation projects	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000
Totals	\$ 9,519,688	\$ 13,743,996	\$ 11,049,730	\$ 13,547,056	\$ 10,076,914

3.5 Marine Infrastructure	2025/26	2026/27	2027/28	2028/29	2029/30
Implementation of Bent Street Boat ramp downgrading plan		\$ 20,000			
Construction of coastal protection structure at Arcadia Drive east of Mersey Road		\$ 1,500,000			
Point Peron - Construct additional geotextile sand container (GSC) groyne			\$ 650,000		
Coastal Protection and Erosion Mitigation			\$ 675,000	\$ 900,000	
Point Peron Boat Facility - Wave mitigation infrastructure (Subject to funding)			\$ 100,000	\$ 650,000	
Marine Infrastructure Management				\$ 990,000	
Hymus Street / Esplanade - Buried seawall for coastal protection					\$ 1,500,000
Marine Infrastructure - Urgent works	\$ 30,000				
Total	\$ 30,000	\$ 1,520,000	\$ 1,425,000	\$ 2,540,000	\$ 1,500,000

3.6 Waste Millar Road Management - Major Expense Proposals (Excluding Plant)										
Project Works	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
Cell Construction - Cell 19 onwards	3,100,000				3,489,077	0			3,926,987	0
Cell Capping - Cells 16 & 17 onwards		3,193,000				3,593,750				4,044,797
New Leachate Ponds	1,500,000									
Totals	4,600,000	3,193,000	0	0	3,489,077	3,593,750	0	0	3,926,987	4,044,797

3.7 Infrastructure under \$100K					
Project Works	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Aquajetty - SmartBands	0	0	0	0	0
Aquajetty - SmartTech Weights	35,000	0	0	0	0
Aquajetty - InBody 570 Scanners	30,000	0	0	0	0
New Outdoor Exercise Equipment	0	0	0	0	0
LightPin Floodlight Project	20,000	20,000	20,000	20,000	20,000
Aquatic Centre - Outdoor Fitness Workout Area	0	0	0	0	0
Other (From Team Plan Process)	500,000	500,000	500,000	500,000	500,000
Totals	585,000	520,000	520,000	520,000	520,000

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Reserves and Loans



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4.1 Cash Reserves - Movements

	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
Employee Leave										
Opening Balance	6,992,983	7,263,057	7,503,489	7,751,880	8,008,494	8,273,603	8,547,488	8,830,439	9,122,757	9,424,752
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	270,074	240,432	248,391	256,614	265,109	273,885	282,951	292,318	301,995	311,992
Closing Balance	7,263,057	7,503,489	7,751,880	8,008,494	8,273,603	8,547,488	8,830,439	9,122,757	9,424,752	9,736,744
Capital Works & Purchases										
Opening Balance	10,193,429	11,726,966	9,333,565	10,201,100	6,709,324	4,522,736	4,543,182	4,411,283	0	0
Transfers FROM Reserve	(3,881,735)	(2,736,314)		(3,767,115)	(2,369,472)	(127,167)	(277,698)	(4,483,108)		
Transfers TO Reserve	5,000,000		549,468							
Interest-transfer TO Reserve	415,271	342,912	318,068	275,339	182,883	147,613	145,799	71,826	0	0
Closing Balance	11,726,966	9,333,565	10,201,100	6,709,324	4,522,736	4,543,182	4,411,283	0	0	0
Waste & Landfill Preservation										
Opening Balance	20,944,838	21,753,742	22,473,866	23,217,828	23,986,419	24,780,452	25,600,770	26,448,244	27,323,772	28,228,283
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	808,904	720,124	743,962	768,590	794,033	820,318	847,474	875,528	904,511	934,454
Closing Balance	21,753,742	22,473,866	23,217,828	23,986,419	24,780,452	25,600,770	26,448,244	27,323,772	28,228,283	29,162,737
Public Carpark Reserve - Cash in Lieu										
Opening Balance	2,746,241	2,852,303	2,946,724	3,044,270	3,145,046	3,249,158	3,356,717	3,467,835	3,582,633	3,701,230
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	106,062	94,421	97,547	100,776	104,112	107,558	111,119	114,797	118,597	122,523
Closing Balance	2,852,303	2,946,724	3,044,270	3,145,046	3,249,158	3,356,717	3,467,835	3,582,633	3,701,230	3,823,754
City Centre Carpark - Cash in Lieu										
Opening Balance	302,748	314,440	324,849	335,603	346,713	358,190	370,047	382,297	394,953	408,027
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	11,692	10,409	10,754	11,110	11,477	11,857	12,250	12,655	13,074	13,507
Closing Balance	314,440	324,849	335,603	346,713	358,190	370,047	382,297	394,953	408,027	421,534
City Centre Development										
Opening Balance	3,198,171	3,321,687	3,431,646	3,545,245	3,662,605	3,783,850	3,909,108	4,038,513	4,172,202	4,310,316
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	123,516	109,959	113,599	117,360	121,245	125,258	129,405	133,689	138,114	142,686
Closing Balance	3,321,687	3,431,646	3,545,245	3,662,605	3,783,850	3,909,108	4,038,513	4,172,202	4,310,316	4,453,003
Workers Compensation										
Opening Balance	1,382,504	1,435,897	1,483,430	1,532,537	1,583,269	1,635,681	1,689,828	1,745,767	1,803,558	1,863,262
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	53,393	47,533	49,107	50,732	52,412	54,147	55,939	57,791	59,704	61,680
Closing Balance	1,435,897	1,483,430	1,532,537	1,583,269	1,635,681	1,689,828	1,745,767	1,803,558	1,863,262	1,924,942

4.1 Cash Reserves - Movements

	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
Ansty Park Shared Costs Reserve										
Opening Balance	1,458,182	1,514,498	1,564,633	1,616,428	1,669,937	1,725,218	1,782,329	1,841,330	1,902,284	1,965,256
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	56,316	50,135	51,795	53,509	55,281	57,111	59,001	60,954	62,972	65,057
Closing Balance	1,514,498	1,564,633	1,616,428	1,669,937	1,725,218	1,782,329	1,841,330	1,902,284	1,965,256	2,030,313
Legal Fees Reserve										
Opening Balance	1,024,356	1,063,917	1,099,137	1,135,522	1,173,112	1,211,946	1,252,065	1,293,513	1,336,333	1,380,570
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	39,561	35,219	36,385	37,590	38,834	40,120	41,448	42,820	44,237	45,702
Closing Balance	1,063,917	1,099,137	1,135,522	1,173,112	1,211,946	1,252,065	1,293,513	1,336,333	1,380,570	1,426,271
*Autumn Centre - Capital Upgrade										
Opening Balance	3,992,088	3,793,742	564,707	14,132	14,600	15,083	15,582	16,098	16,631	17,182
Transfers FROM Reserve	(345,845)	(3,300,000)	(560,000)	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	147,499	70,965	9,425	468	483	499	516	533	551	569
Closing Balance	3,793,742	564,707	14,132	14,600	15,083	15,582	16,098	16,631	17,182	17,750
Active Aging Development Reserve										
Opening Balance	14,679	15,246	15,751	16,272	16,811	17,367	17,942	18,536	19,150	19,784
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	567	505	521	539	556	575	594	614	634	655
Closing Balance	15,246	15,751	16,272	16,811	17,367	17,942	18,536	19,150	19,784	20,438
CHRMAP Reserve										
Opening Balance	1,280,148	1,899,192	2,844,342	4,255,707	5,777,018	7,410,810	9,163,601	11,042,251	13,053,979	15,206,382
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	558,812	867,916	1,295,760	1,357,956	1,419,064	1,482,922	1,549,654	1,619,388	1,692,261	1,768,413
Interest-transfer TO Reserve	60,231	77,235	115,605	163,355	214,727	269,868	328,996	392,340	460,142	532,654
Closing Balance	1,899,192	2,844,342	4,255,707	5,777,018	7,410,810	9,163,601	11,042,251	13,053,979	15,206,382	17,507,448
Developer Contributions Scheme										
Opening Balance	4,414,723	4,512,346	3,341,354	1,465,991	497,968	4,374	4,519	4,668	0	0
Transfers FROM Reserve	(2,498,078)	(3,725,449)	(4,380,220)	(3,426,582)	(2,928,355)	(2,426,582)	(2,426,582)	(2,431,326)	0	0
Transfers TO Reserve	2,426,582	2,426,582	2,426,582	2,426,582	2,426,582	2,426,582	2,426,582	2,426,582	0	0
Interest-transfer TO Reserve	169,119	127,876	78,274	31,978	8,179	145	150	76	0	0
Closing Balance	4,512,346	3,341,354	1,465,991	497,968	4,374	4,519	4,668	0	0	0
CLAG -Peel Mosquito Control										
Opening Balance	0	0	0	0	0	0	0	0	0	0
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0

4.1 Cash Reserves - Movements

	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
Administration and Community Buildings										
Opening Balance	1,204,560	614,012	10	10	10	11	11	11	12	12
Transfers FROM Reserve	(625,000)	(624,000)	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0			0	0	0	0	0	0
Interest-transfer TO Reserve	34,452	9,998	0	0	0	0	0	0	0	0
Closing Balance	614,012	10	10	10	11	11	11	12	12	12
Life Long Learning Reserve										
Opening Balance	15,418	16,013	16,544	17,091	17,657	18,241	18,845	19,469	20,114	20,780
Transfers FROM Reserve		0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	595	530	548	566	585	604	624	644	666	688
Closing Balance	16,013	16,544	17,091	17,657	18,241	18,845	19,469	20,114	20,780	21,467
Investment Property Income										
Opening Balance	316,318	441,260	571,660	709,850	856,194	1,011,067	1,174,862	1,347,990	1,530,876	1,723,964
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	110,590	113,908	117,325	120,844	124,470	128,204	132,050	136,012	140,092	144,295
Interest-transfer TO Reserve	14,352	16,493	20,866	25,499	30,403	35,592	41,078	46,874	52,996	59,457
Closing Balance	441,260	571,660	709,850	856,194	1,011,067	1,174,862	1,347,990	1,530,876	1,723,964	1,927,716
Investment Property										
Opening Balance	8,578,528	8,909,837	9,204,783	9,509,493	9,824,290	10,149,508	10,485,492	10,832,598	11,191,194	11,561,661
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	331,309	294,946	304,710	314,797	325,218	335,984	347,106	358,596	370,467	382,731
Closing Balance	8,909,837	9,204,783	9,509,493	9,824,290	10,149,508	10,485,492	10,832,598	11,191,194	11,561,661	11,944,392
Aquajetty Stage 2										
Opening Balance	8,939,804	9,285,065	0	0	0	0	0	0	0	0
Transfers FROM Reserve	0	(9,436,247)	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	345,261	151,182	0	0	0	0	0	0	0	0
Closing Balance	9,285,065	0	0	0	0	0	0	0	0	0
TOTAL - ALL RESERVES										
Opening Balance	76,999,718	80,733,220	66,720,490	68,368,961	67,289,468	68,167,294	71,932,388	75,740,843	75,470,446	79,831,460
Transfers FROM Reserves	(7,350,657)	(19,822,009)	(4,940,220)	(7,193,697)	(5,297,827)	(2,553,749)	(2,704,280)	(6,914,434)	0	0
Transfers TO Reserves	8,095,984	3,408,405	4,389,134	3,905,383	3,970,116	4,037,708	4,108,286	4,181,982	1,832,353	1,912,707
Interest-Transfer TO Reserve	2,988,175	2,400,875	2,199,557	2,208,821	2,205,538	2,281,135	2,404,449	2,462,056	2,528,661	2,674,355
Closing Balance	80,733,220	66,720,490	68,368,961	67,289,468	68,167,294	71,932,388	75,740,843	75,470,446	79,831,460	84,418,522

4.2 Loans Summary

New Loan Borrowings

Start Year	PROPOSED NEW BORROWINGS PROGRAM	Loan Period	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Total New Borrowings
2026	Anniversary Park	10	2,000,000										2,000,000
2027	Aqua Jetty Stage 2	10		15,000,000									15,000,000
2027	Safety Bay Foreshore Community Facility	10		7,000,000									7,000,000
2028	Rockingham Foreshore Activity Node	10			3,000,000								3,000,000
2028	New Southern Depot	20			25,000,000								25,000,000
2029	East Baldivis Recreation Reserve (Shared Use)	10				5,700,000							5,700,000
2029	Asset Management	10				10,000,000							10,000,000
2030	Rockingham Aquatic Centre	10					20,000,000						20,000,000
2030	Baldivis Outdoor Courts	10					1,200,000						1,200,000
2030	Secret Harbour Library	10					1,600,000						1,600,000
2031	Asset Management 2	10						10,000,000					10,000,000
2032	Lark Hill Sportsplex Northern Expansion	10							12,000,000				12,000,000
	Total Borrowed Amount		2,000,000	22,000,000	28,000,000	15,700,000	22,800,000	10,000,000	12,000,000	0		0	110,500,000

Loan Repayments

Start Year	New Loan Repayments	Loan Type	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Expiry Year
2024	Baldivis District Sporting Complex Stage 1	(P & I Loan)	1,062,883	1,062,883	1,062,883	1,062,883	1,062,883	1,062,883	1,062,883	1,062,883	1,062,883	1,062,883	2035
2026	Anniversary Park	(P & I Loan)	134,431	268,863	268,863	268,863	268,863	268,863	268,863	268,863	268,863	268,863	2036
2027	Aqua Jetty Stage 2	(P & I Loan)		1,008,236	2,016,471	2,016,471	2,016,471	2,016,471	2,016,471	2,016,471	2,016,471	2,016,471	2037
2027	Safety Bay Foreshore Community Facility	(P & I Loan)		470,510	941,020	941,020	941,020	941,020	941,020	941,020	941,020	941,020	2037
2028	Rockingham Foreshore Activity Node	(P & I Loan)			201,647	403,294	403,294	403,294	403,294	403,294	403,294	403,294	2038
2028	New Southern Depot	(P & I Loan)			1,081,559	2,163,119	2,163,119	2,163,119	2,163,119	2,163,119	2,163,119	2,163,119	2048
2029	East Baldivis Recreation Reserve (Shared Use)	(P & I Loan)				383,130	766,259	766,259	766,259	766,259	766,259	766,259	2039
2029	Asset Management	(P & I Loan)				672,157	1,344,314	1,344,314	1,344,314	1,344,314	1,344,314	1,344,314	2039
2030	Rockingham Aquatic Centre	(P & I Loan)					1,344,314	2,688,628	2,688,628	2,688,628	2,688,628	2,688,628	2040
2030	Baldivis Outdoor Courts	(P & I Loan)					80,659	161,318	161,318	161,318	161,318	161,318	2040
2030	Secret Harbour Library	(P & I Loan)					107,545	215,090	215,090	215,090	215,090	215,090	2040
2031	Asset Management 2	(P & I Loan)					672,157	1,344,314	1,344,314	1,344,314	1,344,314	1,344,314	2041
2032	Lark Hill Sportsplex Northern Expansion	(P & I Loan)							806,589	1,613,177	1,613,177	1,613,177	2042
	TOTAL NEW LOAN REPAYMENTS		1,197,314	2,810,491	5,572,443	7,910,937	11,170,898	13,375,574	14,182,162	14,988,751	14,988,751	14,988,752	

Loan No	Existing Loan Repayments	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Expiry Year
	LAW, ORDER & PUBLIC SAFETY											
263	Dog Pound	63,407	68,212	73,381								2027
	RECREATION & CULTURE											
212(1)	Rockingham Entertainers	0										2025
245(1)	Waterfront Village											2024
245(2)	Waterfront Village											2024
245(3)	Waterfront Village											2024
245(4)	Waterfront Village											2024
252(1)	Lark Hill Development											2024
252(2)	Lark Hill Development											2024
252(3)	Lark Hill Development											2024
264(1)	Lark Hill Regional Sporting Complex											2024
270B	Lark Hill Development	42,555										2025
274	Lark Hill Development	205,970	220,363									2026
275	Lark Hill Development	198,145	213,162	229,316								2028
276	Lark Hill Development	475,549	511,588	550,358								2028
	TOTAL EXISTING LOAN REPAYMENTS	985,625	1,013,324	853,055	0	0	0	0	0	0	0	
	TOTAL ANNUAL SELF SUPPORTING (SS) LOANS	0	0	0	0	0	0	0	0	0	0	
	TOTAL EXISTING LOAN REPAYMENTS LESS SS LOANS	985,625	1,013,324	853,055	0	0	0	0	0	0	0	
	TOTAL ANNUAL BUDGET COSTS OF LOAN REPAYMENTS	2,182,939	3,823,815	6,425,498	7,910,937	11,170,898	13,375,574	14,182,162	14,988,751	14,988,751	14,988,752	

(Note: This includes Existing Loan Repayments as well as New Loan Repayments)

	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
DEBT SERVICING										
Principle on Debt Outstanding	12,935,682	32,268,857	56,196,603	66,769,214	83,596,440	86,026,542	89,179,053	79,346,692	79,346,692	68,930,094
Net Loan Repayments	2,182,939	3,823,815	6,425,498	7,910,937	11,170,898	13,375,574	14,182,162	14,988,751	14,988,751	14,988,752
Net Loan payments as a percent of Available revenue (max 8%)	1.20%	2.03%	3.24%	3.82%	5.28%	6.07%	6.11%	6.22%	6.03%	6.06%
Debt Outstanding as percent of Available Revenue (max 45%)	7.13%	17.14%	28.34%	32.26%	39.52%	39.02%	38.44%	32.93%	31.92%	27.89%
Available Operating Revenue	181,484,684	188,298,337	198,262,048	206,963,461	211,514,154	220,491,962	232,012,479	240,947,285	248,557,825	247,152,464



Fleet Replacement



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5.1 Replacement - Passenger Vehicles

Rego No	Plant No	Plant Description	Location	Original Purchase Price	Date Purchased	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
1HMH775	656422	Mazda CX5 Touring	Director Legal Services and General Counsel	\$ 42,000	18/03/2022		26,000		28,000		30,000		33,000		34,000
2031 RO	65053	Mitsubishi Outlander LS AWD	Manager Library Services	\$ 37,000	13/01/2023	23,850			25,000			26,150			27,300
2036 RO	65274	Mitsubishi Outlander LS AWD	Manager Customer & Corporate Support	\$ 34,000	12/04/2024		24,000			25,500			27,000		
2003 RO	659299	Toyota Corolla Ascent Hatch	Coordinator Procurement Services	\$ 22,000	29/10/2019					25,000					23,000
2005 RO	65239	Hyundai i30 Go Hatch	Youth Officer	\$ 21,000	2/09/2019					25,000					23,000
2007 RO	652500	Volkswagen Golf Wagon	Coordinator Community Capacity Building	\$ 24,900	5/02/2020					25,000					23,000
2008 RO	65289	Toyota Corolla Ascent Hatch	Coordinator Community Facilities	\$ 21,000	18/07/2019					25,000					23,000
2009 RO	652162	Toyota Corolla Ascent Hatch	Coordinator Strategic Planning	\$ 24,000	30/09/2022		21,000				21,000				23,000
2010 RO	658177	Hyundai i30 Active Hatch	Coordinator Building Services	\$ 24,155	30/03/2023		21,000				21,000				22,000
2014 RO	659099	Toyota Corolla Ascent Hatch	Construction Engineer / Project Manager	\$ 21,000	18/07/2019					25,000					23,000
2021 RO	65740	Hyundai i30 Hatch	Building Asset Inspector	\$ 21,000	20/02/2020					25,000					23,000
2020 RO	62132	Toyota Corolla Hatch	Maintenance Engineer	\$ 20,000	17/02/2022		21,000				21,000				23,000
2025 RO	65310	Hyundai i30 Hatch	Coordinator Building Services	\$ 24,000	26/08/2020				19,000				23,000		
2027 RO	65701	Mazda 3 Pure Hatch	CELT Building and Development Compliance	\$ 24,200	12/04/2021	20,000				25,000				22,000	
2028 RO	65220	Hyundai i30 Hatch	Environmental Health Officer	\$ 22,000	9/07/2020				19,000				23,000		
2029 RO	65308	Mazda 3 Neo Hatch	Building and Development Compliance Officer	\$ 19,716	28/11/2018				19,000					22,000	
2033 RO	65298	Mazda 3 Neo Hatch (BEV)	Coordinator Smartwatch	\$ 19,716	28/11/2018				27,000					29,000	
2034 RO	65789	Hyundai i30 Go Hatch	Senior Project Officer Planning and Development	\$ 24,000	18/12/2019				19,000				23,000		
2038 RO	654488	Mazda 3 Neo Hatch	Coordinator Residential Design	\$ 24,000	31/10/2018				19,000					22,000	
2039 RO	65794	Toyota Corolla Hybrid Sedan	Coordinator Community Safety and Support Services	\$ 28,600	20/06/2024				19,000					22,000	
2040 RO	69540	Volkswagen Golf Wagon	Coordinator RYC	\$ 25,000	9/04/2020					25,000					23,000
2041 RO	65339	Toyota Corolla Hatch	Health Services	\$ 21,000	18/07/2019			18,500			21,000			22,000	
2043 RO	65848	Holden Astra Wagon	Land and Development Infrastructure	\$ 24,000	2/08/2018		21,000				21,000				23,000
2045 RO	65584	Toyota Corolla Hybrid Hatch	Senior Building Surveyor	\$ 28,455	29/04/2024				20,000					22,500	
2046 RO	65570	Hyundai i30 Hatch	Senior Strategic Planning Officer	\$ 24,000	26/08/2020	20,000					21,000				
2047 RO	650144	Toyota Corolla Hybrid Hatch	Project Officer	\$ 28,532	27/06/2024				20,000					22,000	
2050 RO	65530	Toyota Corolla Hybrid Hatch (BEV)	Coordinator Building and Development Compliance	\$ 24,000	20/02/2020					21,500					24,000
2054 RO	651444	Toyota Corolla Hybrid Sedan	Coordinator Cultural Development and the Arts	\$ 28,659	27/06/2024				20,000					22,000	
2055 RO	65721	Toyota Corolla Ascent Hatch	Coordinator Building Maintenance	\$ 23,000	1/10/2021	20,000				25,000				22,000	
2056 RO	62140	Mazda 3 Pure Hatch	Infrastructure Compliance Officer	\$ 23,530	29/12/2020		21,000					21,000			
2057 RO	658599	Toyota Corolla Ascent Hatch (BEV)	Property Asset Inspector	\$ 24,000	20/12/2019					27,000					29,000
2061 RO	65349	Mazda 3 Neo Hatch	Asset Systems Management Officer	\$ 24,000	12/12/2019					25,000					23,500

5.1 Replacement - Passenger Vehicles

Rego No	Plant No	Plant Description	Location	Original Purchase Price	Date Purchased	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
2062 RO	65354	Kia Cerato Hatch	Coordinator Projects	\$ 23,797	24/04/2024				19,000					22,000	
2064 RO	65200	Mazda 3 Pure Hatch	Coordinator Statutory Planning	\$ 24,000	29/12/2020	20,000				25,000				22,500	
2067 RO	654033	Toyota Corolla Sedan	Coordinator Infrastructure and Coastal Engineering	\$ 25,800	27/09/2023			18,500					21,500		
2070 RO	658744	Toyota Corolla Hatch	Coordinator Prosecutions	\$ 24,000	22/03/2024			20,500				21,500			
2080 RO	658800	Hyundai i30 Hatch	Senior Project Supervisor	\$ 19,500	22/04/2021	20,000					21,000				
2083RO	65174	Mazda 3 G20 Pure Hatch	Coordinator Design Services	\$ 27,743	26/04/2024			18,500				21,000			
2087RO	65620	Hyundai i30 Hatch	Electrical Asset Inspector	\$ 21,000	19/02/2020					25,000					23,500
2088 RO	65360	Hyundai i30 Hatch	Environmental Health Officer	\$ 21,000	11/03/2020		21,000					21,000			
2089 RO	653844	Mazda 3 G20 Pure Hatch	Parks Asset Inspector	\$ 27,315	19/08/2024					25,000					23,500
2098 RO	65944	Mazda 3 G20 Pure Hatch	Asset Inspector	\$ 27,743	26/04/2024				25,000					26,000	
2103 RO	654533	Toyota Corolla Hybrid Hatch	Smartwatch	\$ 27,500	1/12/2023		24,500		25,500		26,000		27,000		28,000
2104 RO	65463	Toyota Corolla Hybrid Hatch	Smartwatch	\$ 27,500	1/11/2023		24,500		25,500		26,000		27,000		28,000
2105 RO	65473	Toyota Corolla Hybrid Hatch	Smartwatch	\$ 26,253	1/06/2023	24,000		25,000		25,500		26,500		27,000	
2106 RO	65483	Toyota Corolla Hybrid Hatch	Smartwatch	\$ 27,500	1/11/2023		24,500		25,500		26,000		27,000		28,000
2107 RO	65493	Toyota Corolla Hybrid Hatch	Smartwatch	\$ 26,253	1/06/2023	24,000		25,000		25,500		26,500		27,000	
2108 RO	65503	Toyota Corolla Hybrid Hatch	Smartwatch	\$ 26,500	24/03/2023	24,000		25,000		25,500		26,500		27,000	
2035 RO	65184	Mazda 3 G20 Pure Hatch	CELT Rangers - Coordinator	\$ 25,253	12/03/2024			22,500					25,000		
2016 RO	65984	Toyota Corolla Hybrid Hatch	Civil Designer - Roads	\$ 28,455	30/05/2024				21,000					22,000	
2030 RO	657344	Toyota Corolla Hybrid Hatch	Building Systems Officer	\$ 28,532	27/06/2024				20,000					22,000	
2091 RO	652644	Mazda 3 G20 Pure Hatch	Coordinator Land and Development	\$ 28,180	31/07/2024				19,000					22,000	
		Small Sedan/Hatch (BEV)	Team Leader Asset Support Services						21,000					23,000	
		Hybrid Hatch	Verge Compliance Officer					25,000			26,000			27,000	
Total Annual Cost						195,850	249,500	198,500	455,500	475,500	281,000	190,150	256,500	495,000	520,800

5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Orginal Purchase price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
2006 RO	62061	Mitsubishi Triton 4x4 Dual Cab Utility	\$ 37,000	24/05/2021	24,500				27,500				30,000	
2011 RO	62643	Isuzu Dmax 4x2 Dual Cab Utility	\$ 47,500	10/01/2024			29,500				31,000			
2012 RO	62463	Isuzu Dmax 4x2 Dual Cab Utility Canopy	\$ 40,000	14/02/2023		25,000				27,500				30,500
2013 RO	62989	Ford Ranger 4x2 Single Cab Utility with Trade Mate Body	\$ 40,000	30/08/2019					21,000					45,000
2015 RO	62344	Mazda BT50 4x4 Dual Cab Utility	\$ 46,506	17/06/2024				25,500					32,000	
1HXM 248	629393	Nissan Navara 4x2 Dual Cab Utility	\$ 43,000	3/07/2023			27,000					30,000		
2017 RO	627122	Mitsubishi Triton 4x2 Dual Cab Utility	\$ 37,350	17/11/2022		25,000				27,500				30,500
2019 RO	62323	Isuzu Dmax 4x4 Dual Cab Utility	\$ 45,000	1/12/2023			30,000				32,000			
2023 RO	625844	Ford Ranger 4x2 Dual Cab Utility	\$ 37,000	8/01/2024				25,500					30,000	
2024 RO	6279444	Isuzu Dmax 4x2 Dual Cab Utility	\$ 40,750	8/01/2024				29,000					29,000	
2044 RO	62419	Nissan Navara 4x4 Dual Cab Utility	\$ 33,000	26/11/2019					25,000					32,000
2048 RO	62474	Isuzu Dmax 4x2 Dual Cab Utility	\$ 35,470	20/05/2024				25,000					27,500	
2049 RO	62090	Nissan Navara 4x2 Dual Cab Utility	\$ 28,100	4/03/2020					28,000					31,000
2051 RO	62924	Isuzu Dmax 4x2 Dual Cab Utility	\$ 40,750	8/01/2024			29,000				32,000			
2052 RO	656952	Isuzu Dmax 4x4 Dual Cab Utility	\$ 33,700	6/01/2022	25,000				26,000				29,000	
2058 RO	62504	Mazda BT50 4x4 Dual Cab Utility	\$ 49,500	30/01/2024				32,000					34,000	
2059 RO	62711	Isuzu Dmax 4x2 Dual Cab Utility	\$ 29,500	11/03/2021	25,000				27,000					31,000
2060 RO	62293	Volkswagen Caddy	\$ 37,000	20/03/2023			22,000					25,000		
2115 RO	62912	Ford Ranger 4x2 Dual Cab Utility	\$ 33,500	18/01/2022		31,000					34,000			
2068 RO	62322	Mitsubishi Triton 4x4 Space Cab Utility	\$ 44,000	15/12/2022		27,000					49,000			
2069 RO	62154	Mazda BT50 4x2 Dual Cab Utility	\$ 40,232	17/06/2024			28,000					33,000		
2071 RO	62831	Mitsubishi Triton 4x4 Dual Cab Utility	\$ 29,900	1/12/2021				28,500					32,000	
2072 RO	621811	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 48,000	12/03/2021				47,500					32,000	
2073 RO	62524	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 38,172	24/07/2024			46,500				35,000			
2074 RO	62204	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 38,172	27/08/2024			46,500				35,000			
2075 RO	62250	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 45,000	30/06/2020				47,500					32,000	
2076 RO	62231	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 48,400	19/01/2021	26,000				48,500				32,000	

5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Original Purchase price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
2077 RO	6222222	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 53,000	18/10/2022		20,000				49,000				33,000
2078 RO	622199	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 43,060	31/05/2019				47,500					32,000	
2079 RO	62263	Isuzu Dmax 4x4 Space Cab Utility with Pod	\$ 67,153	16/03/2023		29,000				49,000				33,000
2082 RO	62121	Mitsubishi Triton 4x2 Dual Cab Utility	\$ 34,993	22/12/2021	22,000				25,000				30,000	
2084 RO	621793	Ford Ranger Pick up Dual Cab Utility with Canopy	\$ 41,150	29/05/2024			30,000				32,000			
2085 RO	62192	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 53,000	18/10/2022		20,000				49,000				33,000
2086 RO	620800	Nissan Navara 4x4 Dual Cab Utility	\$ 35,000	3/11/2020					36,000					40,000
2037 RO	628233	Isuzu Dmax 4x2 Dual Cab Utility	\$ 28,000	28/06/2023			30,000					34,000		
2092 RO	62040	Isuzu Dmax 4x2 Dual Cab Utility	\$ 31,000	27/02/2020	28,000					31,000				
2093 RO	62909	Isuzu Dmax 4x2 Dual Cab Utility	\$ 30,200	18/12/2019				28,000					30,000	
2094 RO	62312	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 57,000	23/11/2022		35,500				39,000				
2095 RO	628772	Nissan Navara 4x4 Dual Cab Utility	\$ 48,807	13/06/2022	27,500				29,000				30,000	
2096 RO	62023	Isuzu Dmax 4x2 Dual Cab Utility	\$ 30,500	27/06/2023			26,000					29,000		
2097 RO	62893	Ford Ranger 4x2 Dual Cab Utility	\$ 42,500	1/11/2023				28,000					30,000	
2099 RO	629533	Isuzu Dmax 4x4 Dual Cab Utility	\$ 61,482	20/06/2023				35,000					45,000	
2022 RO	69529	Toyota 12 seater Bus	\$ 53,300	20/12/2019					36,000					38,000
2032 RO	695300	Toyota 10 seater Bus with Wheel Chair Access	\$ 73,300	16/04/2020	45,000					50,000				
RO 20	62939	Ford Ranger 4x2 Single Cab Utility with Trade Mate Body	\$ 38,000	22/08/2019					28,000					45,000
RO 28	62979	Ford Ranger 4x2 Space Cab Utility with Tray Back	\$ 30,000	17/05/2019				28,000					30,000	
RO 16	627600	Isuzu Dmax 4x4 Dual Cab Utility	\$ 36,000	29/07/2020					30,000					33,000
RO 32	62869	Ford Transit SWB	\$ 35,000	18/06/2019				28,000					30,000	
RO 33	620099	Ford Ranger 4x2 Single Cab Utility	\$ 38,000	11/06/2019					32,000					38,000
RO 37	62494	Isuzu Dmax 4x2 Dual Cab Utility	\$ 37,300	20/01/2024				28,000					30,000	
RO 38	6256444	Mazda BT50 4x2 Dual Cab Utility with Tray Back	\$ 46,500	23/05/2019				32,000					34,000	
RO 39	62700	Isuzu Dmax 4x2 Utility with Tray Back	\$ 31,000	21/02/2020					28,500					32,000
RO 4	621644	Isuzu Dmax 4x4 Single Cab Utility	\$ 60,500	13/08/2024					42,000					66,000
RO 41	625133	Isuzu Dmax 4x2 Utility with Tray Back	\$ 39,170	10/08/2023			33,000						34,500	

5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Original Purchase price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
RO 43	628172	Nissan Navara 4x2 Dual Cab Utility	\$ 43,200	7/07/2022			33,000					34,500		
RO 44	62610	Holden Colorado 4x4 Dual Cab Utility	\$ 33,000	12/03/2020					33,500					35,000
RO 45	62772	Mitsubishi Triton 4x4 Dual Cab Utility	\$ 42,300	14/11/2022		26,500				30,000				
RO 46	620399	Ford Transit Van	\$ 35,000	18/06/2019				33,000					37,000	
RO 48	62883	Isuzu Dmax 4x2 Space Cab Utility	\$ 48,000	14/02/2023		47,000					32,000			
RO 49	625499	Isuzu Dmax 4x2 Dual Cab Utility	\$ 31,000	27/12/2019					29,500					32,000
RO 53	690133	Ford Ranger 4x4 Dual Cab Utility	\$ 48,200	31/01/2023			35,000					43,000		
RO 59	627899	Ford Ranger 4x4 Dual Cab Utility	\$ 38,000	2/08/2019			33,000				35,000			
RO 6	62270	Ford Ranger 4x4 Dual Cab Utility	\$ 38,300	17/03/2020					37,500					40,000
RO 62	625999	Ford Ranger Hi-Rider 4x2 Single Cab Utility with Trade Mate Body	\$ 38,000	23/12/2019					28,500					44,000
RO 64	620500	Ford Ranger 4x4 Single Cab Utility	\$ 35,300	3/04/2020					28,000					32,000
RO 66	62013	Mitsubishi Triton 4x4 Single Cab Utility	\$ 35,500	16/08/2023				22,000					25,000	
RO 69	627499	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	\$ 29,000	12/12/2019					28,000					44,000
RO 7	62070	Ford Transit SWB Van	\$ 38,000	18/02/2020					30,000					35,000
RO 70	628499	Mitsubishi Triton 4x2 Single Cab Utility with Trade Mate Body	\$ 33,600	31/01/2019			28,000					34,500		
RO 71	62241	Ford Ranger 4x4 Dual Cab Utility	\$ 44,500	16/12/2021		26,500					29,000			
RO 72	625788	Mitsubishi Triton 4x2 Single Cab Utility with Trade Mate Body	\$ 35,000	20/11/2018		44,000				24,000				44,000
RO 73	626033	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	\$ 63,200	10/10/2023		42,500					48,000			
RO 75	629633	Isuzu Dmax 4x2 Dual Cab Utility Steel Tray	\$ 39,170	10/08/2023				33,000					34,500	
RO 78	69550	Volkswagen Crafter Van	\$ 45,900	5/10/2020					43,000					46,000
RO 81	626799	Isuzu Dmax 4x2 Dual Cab Utility	\$ 30,000	30/12/2019					29,500					31,000
RO 84	62400	Holden Colorado 4x4 Single Cab with Tray Back	\$ 29,500	26/02/2020				35,000						33,000
RO 85	62753	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	\$ 36,000	12/12/2023	27,000			32,000			30,000			34,000
RO 86	628522	Nissan Navara 4x2 Dual Cab Utility	\$ 43,200	9/08/2022			33,000					36,000		
RO 87	62690	Isuzu Dmax 4x2 Dual Cab Utility	\$ 31,000	27/02/2020					29,500					33,000
RO 88	62689	Isuzu Dmax 4x2 Dual Cab Utility	\$ 30,500	5/08/2019					29,500					33,000
RO 97	62538	Mitsubishi Triton 4x2 Single Cab Utility with Trade Mate Body	\$ 40,103	30/08/2018			47,000					22,000		

5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Original Purchase price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
RO 98	627399	Mazda BT 50 4x2 Dual Cab Utility	\$ 44,500	20/05/2024				28,000					30,000	
2090 RO	62330	Ford Ranger 4x4 Single Cab with Trade Mate Body	\$ 37,000	29/04/2020					28,000					48,000
RO 74	62351	Ford Ranger 4x4 Dual Cab Utility with Tray Back	\$ 37,500	26/05/2021		27,500					30,500			
2109 RO	62663	Isuzu Dmax 4x2 Single Cab with Trade Mate Body	\$ 41,000	1/02/2023			41,000					22,000		
2081 RO	62371	Mitsubishi Triton 4x4 Space Cab Utility with Pod	\$ 53,000	18/10/2022		30,000				55,000				34,000
2004 RO	62383	Nissan Navara 4x4 King Cab Pick Up Canopy	\$ 55,200	29/09/2023			35,000				38,000			
2063 RO	62959	Nissan Navara 4x2 Dual Cab Utility	\$ 29,500	7/02/2019				28,000					30,000	
2018 RO	62729	Nissan Navara 4x4 Dual Cab Utility	\$ 31,500	6/11/2019				29,500					32,000	
2026 RO	62429	Nissan Navara 4x2 Dual Cab Utility	\$ 30,500	30/12/2019					24,000					30,000
2113 RO	62430	Toyota Landcruiser	\$ 65,000	15/06/2020	45,000					50,000				
2114 RO	62440	Toyota Landcruiser	\$ 65,000	15/06/2020	45,000					50,000				
2112 RO	62362	Ford Ranger 4x4 Dual Cab Utility	\$ 39,000	23/12/2022			26,000					29,000		
1HXL 857	628033	Isuzu Dmax 4x2 Dual Cab Utility	\$ 38,000	30/05/2023			25,000					28,000		
2065 RO	62484	Isuzu Dmax 4x2 Dual Cab Utility	\$ 39,912	30/05/2024				25,000					28,000	
		Dual Cab Utility 4x2						25,000					28,000	
		Dual Cab Utility 4x2						25,000					28,000	
		Mobile Visitor Service Van (specialised fitout)						60,000					65,000	
Total Annual Cost					340,000	456,500	713,500	855,500	923,000	531,000	522,500	400,000	1,032,500	1,219,000

5.3 Replacement - Waste Collection Major Plant

Plant No	Rego No	Plant Description	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
61700	RO 80	Side Loader Rubbish Truck	\$ 399,000	17/06/2020			500,000				540,000			
61719	RO 1987	Rear Loader Rubbish Truck 15m3	\$ 290,500	12/07/2019				380,000				420,000		
61729	RO 40	Side Loader Rubbish Truck	\$ 396,000	4/10/2019				520,000				545,000		
617300	RO 56	Side Loader Rubbish Truck	\$ 399,000	17/06/2020			500,000				540,000			
61749	RO 24	Side Loader Rubbish Truck	\$ 396,000	4/10/2019		485,000				530,000				585,000
617500	RO 18	Rear Loader Rubbish Truck 11m3	\$ 271,000	18/02/2020			375,000					380,000		
61768	RO 93	Side Loader Rubbish Truck	\$ 430,000	22/06/2023				520,000				575,000		
61770	RO 91	Side Loader Rubbish Truck	\$ 399,000	17/06/2020			500,000				540,000			
61782	RO 65	Side Loader Rubbish Truck	\$ 414,324	8/09/2022	480,000				520,000				575,000	
61792	RO 52	Side Loader Rubbish Truck	\$ 414,324	8/09/2022	480,000				520,000				575,000	
61800	RO 90	Rear Loader Rubbish Truck 15m3	\$ 297,000	30/04/2020				380,000				420,000		
61837	RO 21	Auto Tailgate Lift Truck	\$ 80,200	3/03/2017				105,000						
66230		High Pressure Cleaner	\$ 4,900	24/09/2020				8,700				9,200		
Total Annual Cost					960,000	485,000	1,875,000	1,913,700	1,040,000	530,000	1,620,000	2,349,200	1,150,000	585,000

5.4 Replacement - Landfill Major Plant

Plant No	Rego No	Plant Description	Model	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
60039	RO 99	CAT Grader (Disposal)	120M	\$ 330,000	20/01/2009										
60303	1HUU 175	Yanmar Loader	V4-6	\$ 89,750	22/06/2023						108,000				
603322		Sumitomo SH180LC6 Excavator	SH18LC6	\$ 198,000	30/05/2022								255,000		
60359		Track Loader	Cat 963K	\$ 476,000	25/11/2019		540,000				590,000				640,000
60372		Bomag Refuse Compactor	BC772RB-2	\$ 775,000	15/11/2022			826,000					935,000		
60389		Bomag Refuse Compactor	BC772RB-2	\$ 740,000	27/11/2019					870,000					970,000
60424	1IEZ650	Cat Wheel Loader	920K	\$ 335,600	10/06/2024							317,000			
604300	1HAP 342	Hitachi Loader	ZW250-5	\$ 305,000	4/05/2020	285,000						330,000			
60460		Deutz / Stalker Pump	100APRCC	\$ 49,500	29/06/2020			65,000							
60473		Sykes Skid Mounted Pump	4" Trash Pump	\$ 58,870	27/04/2023					70,000					
60496		Deutz GTR 40 Skid Mounted Pump	F3L2011	\$ 42,000	2/10/2016								84,000		
60509		Cardboard Compactor	S15100	\$ 70,000	5/09/2008									160,000	
60528		Doosan Water Cart DA40	34,000 Litre	\$ 355,000	17/09/2018					460,000					530,000
61071	RO 26086	Isuzu 6 Wheel Water Truck		\$ 240,000	9/06/2021										
60532		Cummins Generator	GMS100CS-AU	\$ 28,500	22/08/2012								58,000		
60584		Lighting Tower		\$ 15,000	2/04/2014		40,000								
61006	1EYP 387	Hooklift 6 Wheel Truck	Volvo FE	\$ 214,000	10/02/2016	200,000									
610111	RO 26074	Hooklift Truck 6 Wheel	Isuzu FVZ 1400	\$ 220,000	5/05/2021							213,000			
618288	RO 31	Isuzu Crew Cab Service Truck	FRR 110/260	\$ 147,000	12/10/2018			192,000							
64445		Skid Mounted Odour Unit		\$ 22,500	5/05/2015						40,000				
Total Annual Cost						485,000	580,000	1,083,000	0	1,400,000	738,000	860,000	1,332,000	160,000	2,140,000

5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
60090	RO 14	Volvo Front End Loader L35G	\$ 160,000	30/06/2020				231,000						
61029	RO 94	Hino FG Truck Rosmech sweeper	\$ 345,000	24/10/2019		341,000			360,000			380,000		
601200	RO 77	Hako Sweeper 1650 / Scrubber	\$ 180,000	4/08/2020			194,000			201,000				215,000
60130	RO 11	Hako Sweeper 1650 / Scrubber	\$ 180,000	4/08/2020			194,000			201,000				215,000
60140	RO 26034	Johnston Sweeper CN202	\$ 202,000	20/07/2020			230,000				260,000			
60152	RO 10	Hino Road Sweeper	\$ 355,000	23/03/2022	325,000				360,000					400,000
60181		Hot Cold Silenced Pressure Cleaner Unit	\$ 24,500	5/03/2021	30,000					32,000				
60701	1TWM 024	Bandit Wood Chipper	\$ 120,000	16/06/2021		102,000					115,000			
60753		Wicket Roller	\$ 36,500	1/04/2023								50,000		
607577		Wicket Roller	\$ 31,200	21/12/2017			39,000							
60760	N/A	Turf Cricket Wicket Roller	\$ 35,000	7/12/2020						40,000				
61060	RO 61	Isuzu Water Truck	\$ 207,000	8/10/2020					200,000					
61151	RO 12	Fuso Canter 915 Dual Cab	\$ 77,000	17/08/2021			70,000						80,000	
61161	2101 RO	Fuso Canter 915 Dual Cab	\$ 97,000	31/05/2021			93,000							110,000
61171	2102 RO	Fuso Canter 918 Dual Cab Crane	\$ 98,000	13/08/2021			93,000							110,000
61181	2100 RO	Fuso Canter 918 Single Cab	\$ 73,000	20/08/2021			93,000							110,000
61209	RO 79	Hino Two Way Tipper	\$ 75,000	2/12/2019	85,000						91,000			
61219	RO 26	Hino Two Way Tipper	\$ 75,000	2/12/2019	85,000						91,000			
61221	RO 35	Isuzu Two Way Tipper Dual Cab Truck	\$ 88,500	11/05/2021			80,000						93,000	
61417	RO 95	Hino Two Way Tipper	\$ 72,000	20/07/2017					70,000					
61426	RO 42	Hino Tipper	\$ 145,000	13/06/2016							167,000			
61439	RO 47	Mitsubishi Fuso Fighter 1124	\$ 118,070	1/04/2019		144,000							163,000	
61459	RO 96	Hino Two Way Tipper	\$ 75,000	2/12/2019	85,000						91,000			
61461	RO 30	Fuso Two Way Tipper	\$ 74,000	31/05/2021			68,000							80,000
61493	RO 5737	Isuzu Two Way Tipper	\$ 97,500	15/03/2023					80,000					
61508	RO 22	Hino Two Way Tipper	\$ 80,000	15/05/2018					70,000					
61518	RO 76	Hino Two Way Tipper	\$ 80,000	28/05/2018					70,000					
61520	RO 17	Fuso 3 Tonne Two Way Tipper	\$ 79,000	29/10/2020		66,000						77,000		

5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
61533	RO 13	Isuzu Two Way Tipper	\$ 97,500	13/03/2023				84,000						92,000
61551	RO 15	Fuso Two Way Tipper with Crane	\$ 83,000	12/01/2022			70,000						83,000	
61563	RO 50	Isuzu Tipper Arrow Board	\$ 99,000	20/03/2023					95,000					
61573	RO 19	Isuzu Two Way Tipper Crew Cab	\$ 99,000	13/03/2023					87,000					
61588	2111 RO	Light Horticulture Truck Two Way Tipper	\$ 80,000	30/04/2018						73,000				
63003	1HZA 284	Kubota RTV-X900W	\$ 21,000	9/08/2023				23,000					25,000	
63103	RO 55	Toro 4000D Rotary Gang Mower	\$ 100,000	12/04/2018				98,000					108,000	
63021	RO 83	Kubota M100GX	\$ 72,000	27/05/2021		70,000					78,000			
63049	RO 25890	Massey Ferguson Tractor	\$ 83,000	23/07/2019					90,000					100,000
63051	1HFC 865	Gianni Ferrari	\$ 56,850	8/01/2021	71,000					76,000				
63066	RO 92	Massey Ferguson Tractor	\$ 109,000	23/05/2016					86,000					103,000
630733	RO 27	Massey Ferguson Tractor	\$ 100,000	4/08/2023				85,000					100,000	
63086	1GEX 790	Massey Ferguson Tractor (Larkhill)	\$ 70,000	23/05/2016					86,000					103,000
63090	1HAJ 409	Kubota L 5740 Tractor	\$ 33,000	1/05/2020			35,000							40,000
63481	1HHH 553	Kubota RTV	\$ 19,864	9/04/2021		20,000					23,000			
634988	1GRB 037	Kubota RTV 4 Seater	\$ 22,500	16/11/2018		24,000						29,000		
63501	1HKZ 030	Kubota Baroness	\$ 73,000	28/09/2021		78,000					86,000			
63502	RO 51	Kubota 57HP Tractor	\$ 37,500	25/03/2022								38,000		
635133	1ICG483	Toro Mower Groundmaster	\$ 44,000	21/12/2023				42,000					44,000	
63521	1HFT 233	Toro 5 Gang Reel Mower 5510	\$ 68,500	11/02/2021	70,000						77,500			
63530	1HDL 281	Kubota RTV	\$ 20,000	5/11/2020			24,000					29,000		
63540	1HBL 359	Kubota Articulated Loader	\$ 50,000	12/06/2020					65,000					
63551	1HKZ 029	Kubota Baroness	\$ 73,000	28/09/2021		78,000					86,000			
635633	1ICG 482	Toro Mower Groundmaster	\$ 44,000	21/12/2023				42,000					44,000	
635822	1HQB 143	Toro Mower Rear Discharge	\$ 26,500	29/06/2022		31,000					32,000			
63580	1GZR 647	Kubota Mower F2890 Side Discharge	\$ 25,000	26/02/2020					39,000					43,000
63599	1GXX 854	Toro Workman MDX-D Diesel	\$ 21,200	3/12/2019					22,500					23,000
63603	1ICG 484	Toro Mower Groundmaster	\$ 44,000	21/12/2023				42,000					44,000	

5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
63610	1GZR 649	Kubota Mower F2890 Side Discharge	\$ 25,000	26/06/2020					41,500					47,000
636233	1IBM 832	Toro Mower Groundmaster	\$ 44,000	21/12/2023				42,000					44,000	
63652	1HNC 802	Toro Mower	\$ 37,000	31/01/2022		35,000					39,500			
63662	1HQB 144	Out Front Ride-on Mower	\$ 43,540	29/06/2022		42,000					47,000			
63671	1HGI 133	Toro Zero Turn	\$ 29,200	23/02/2021		35,000					39,500			
63680	1GZS 080	Toro Mower	\$ 73,000	3/03/2020					73,000					76,000
63690	RO 8431	Tandem Box Trailer 10x6	\$ 5,000	14/04/2010										8,500
637111	1HEU 309	Toro Mower Rear Discharge 3280	\$ 29,990	12/01/2021		35,000					39,500			
63729	1HMG 471	Kubota Mower	\$ 24,000	26/07/2019				41,000					46,000	
63733	RO 25551	Kubota Mower	\$ 25,000	21/11/2013				45,000					46,000	
637433	1ICG 485	Toro Mower Groundmaster	\$ 44,000	21/12/2023				42,000					44,000	
63904	RO 8880	Tandem Trailer	\$ 5,500	24/11/2014										14,000
63914	RO 8881	Tandem Trailer	\$ 5,500	25/11/2014										14,000
63920	1TVK 047	Plant Trailer (Sweeper)	\$ 22,000	4/08/2020			19,000			21,000		23,000		
63933	1TZD 262	Plant Trailer (Toro 4000D)	\$ 20,000	31/07/0223									25,000	
64040	1TVK 046	Plant Trailer (Sweeper)	\$ 21,000	4/08/2020			19,000			21,000		23,000		
64063	1TOR 796	Trailer VMS	\$ 30,000	8/11/2013										60,000
64083	1TOR 797	Trailer VMS	\$ 30,000	8/11/2013										60,000
64093	1TOR 798	Trailer VMS	\$ 30,000	8/11/2013										60,000
641166	RO 8846	Plant Trailer	\$ 9,500	9/06/2016		11,000								
64125	RO 8927	Tandem Platform Trailer	\$ 10,000	5/05/2015					33,000					
641333	RO15085	Plant Trailer	\$ 13,000	28/08/2013									13,000	
641755	1TQC 553	Trailer VMS	\$ 35,000	27/02/2015	55,000									
641855	1TQC 554	Trailer VMS (Disposal)	\$ 35,000	27/02/2015										
64198	1TSY 399	Trailer VMS (Disposal)	\$ 42,008	11/01/2018										
64230	1TUY 316	Plant Trailer	\$ 11,300	30/03/2020					14,500					
64257	1TSE 419	Plant Trailer	\$ 13,000	31/03/2017	14,000							15,000		
64269	RO 8967	Plant Trailer	\$ 9,900	12/11/2019					13,000					

5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
64274	RO 8751	Plant Trailer	\$ 9,900	1/04/2014										16,000
64289	RO 8965	Plant Trailer	\$ 9,000	25/11/2019				14,500						
64290	RO 8961	Plant Trailer	\$ 13,000	22/04/2021							15,000			
64305	RO 8939	Plant Trailer	\$ 13,000	29/06/2015								15,500		
64317	1TSH 259	Plant Trailer	\$ 9,900	18/04/2017		14,000								
64327	RO 8963	Tandem Trailer	\$ 5,600	14/07/2017			7,200							
64337	RO 8882	Tandem Trailer	\$ 5,600	11/07/2017			7,200							
643955	1GYT 826	Hydralada	\$ 70,000	30/01/2015					50,000					
64345	RO 8938	Tandem Trailer	\$ 6,800	18/06/2015										12,000
64401	RO 8976	Trailer With Side Cabinets	\$ 13,100	19/07/2021							16,400			
64413	RO 15258	Tandem Cage Trailer Litter Crew	\$ 8,000	31/05/2023									9,000	
64463	1TYR 113	Tandem Axle Trailer	\$ 7,400	31/03/2023									8,500	
64510	RO 8969	Plant Trailer	\$ 12,500	23/03/2020					14,500					
645333	RO 15259	Tandem Trailer	\$ 7,400	5/04/2023									8,500	
645433	RO 8971	Tandem Trailer	\$ 7,400	3/05/2023									8,500	
645533	RO 8972	Tandem Trailer	\$ 4,000	7/04/2023									8,500	
645633	RO 8970	Tandem Trailer	\$ 5,500	4/04/2023									8,500	
645733	RO 8973	Tandem Trailer	\$ 6,000	3/05/2023									8,500	
64585	1TQV 538	Tandem Trailer (Disposal)	\$ 4,400	25/09/2015										
64597		Croplands Spray Unit	\$ 13,200	10/10/2017						18,000				
64600	RO 39	Rapid Skid Mount Spray Unit 360 Litre	\$ 14,000	12/08/2020					14,500					15,500
64641		Scarifier	\$ 13,000	9/04/2021		14,500					16,000			
64610	1TUZ 243	Major Tri Deck Roller Mower	\$ 38,000	19/05/2020					93,000					96,000
646599		Aggrizzi Slasher	\$ 9,700	16/04/2019				12,000						
64667		Aggrizzi Slasher	\$ 9,600	27/02/2017		11,300								
64676		Aggrizzi Slasher	\$ 9,350	14/03/2016										16,000
64704	RO 15071	Pegasus Tri Deck	\$ 58,500	28/11/2014						80,000				
647800	1TVD 479	Panther Pro 1800	\$ 24,200	28/03/2020		27,000					31,000			

5.5 Replacement - Parks Services Major Plant

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5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
81000		Fuel Tank and Pump 2000 litre	\$ 6,960	30/01/2017			9,000							
Total Annual Cost					842,000	1,333,600	1,366,900	915,500	2,167,300	923,000	1,517,600	723,500	1,075,800	2,402,200

5.6 Replacement - Technical Services Major Plant

Plant No	Rego No	Plant Description	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
60006	2042 RO	Volvo Loader L60F	\$ 231,000	22/12/2016	210,000									
600633	1HWQ 525	JCB Backhoe	\$ 200,300	22/05/2023						165,000				
60083	1HVI 717	CAT Skid Steer	\$ 75,000	21/03/2023						87,000				
61041	RO 8	Mercedes Jetting Vac Truck	\$ 466,000	12/04/2021				435,000						
610511	RO 100	Isuzu FSR700 Patching Truck	\$ 270,000	12/10/2021					240,000					
61086	RO 36	Hino Tipper (Side Lifter)	\$ 145,000	27/05/2016							172,000			
610900	RO 60	Mitsubishi Fuso 1627 (Crane) Truck	\$ 181,000	27/03/2020			168,000							175,000
61013	RO 29	Isuzu Service Truck	\$ 176,000	20/12/2018					185,000					
611211	RO 58	Fuso Concrete Truck	\$ 80,000	19/08/2021			124,000						130,000	
61136	RO 25	Hino Tipper (Side Lifter)	\$ 145,000	20/06/2016							172,000			
61144	RO 9	Isuzu 6 wheel tipper truck	\$ 226,890	25/03/2024								170,000		
62103	RO 63	Isuzu NPR65-190 AMT	\$ 101,830	12/10/2023				77,000					80,000	
62639	RO 67	Iveco Daily Single Cab Light Truck	\$ 62,000	11/06/2019				47,500					53,000	
64059	RO 8968	Bob Cat Trailer 6 Tonne	\$ 25,500	20/12/2019						29,000				
641444	RO 8865	Singe Axle Trailer	\$ 2,200	9/05/2014									9,000	
64165	RO 8937	Tandem Trailer	\$ 5,000	19/06/2015	6,500									
642077	1TSP 961	Tandem Trailer	\$ 4,000	9/08/2017		10,000								
64351	RO 8974	Concrete Grinding Trailer	\$ 15,000	1/10/2021							18,000			
64377	RO 8978	Tandem Trailer Flat Top (Crash Car)	\$ 7,300	12/04/2017		9,500								
660100		Unimec Roller	\$ 17,800	17/12/2020						22,500				
66056		Concrete Floor Saw	\$ 3,250	24/02/2016	5,600			6,000			6,400			6,800
661700		Pressure Cleaner	\$ 4,100	4/03/2020					6,200					
661066		Wacker Pump 3"	\$ 2,800	25/02/2016	5,000									
68480		Drainage Zoom Camera Messen Nord With Rugged Tablet	\$ 27,000	30/04/2020					31,500					
61253	2110 RO	Hino 300 Series Truck	\$ 86,500	2/03/2023			123,000						140,000	
64903		Seive Bucket	\$ 5,500	3/05/2013	8,000									
67520		Concrete Floor Grinder	\$ 5,500	18/03/2020					5,900					
		Electric Concrete Floor Grinder							8,500					
Total Annual Cost					235,100	19,500	415,000	565,500	477,100	303,500	368,400	170,000	412,000	181,800

5.7 Replacement - Miscellaneous Major Plant

Plant No	Rego No	Plant Description	Model	Original Purchase Price	Date Purchased	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
600200		Forklift 2.5Tonne	CAT N-DP25NT-C	\$ 31,000	14/07/2020					40,000					
60090	RO 14	Front End Loader	Volvo L35G	\$ 160,000	30/06/2020				231,000						
60154		Generator PR Power	Depot Administration	\$ 27,000	30/04/2014			34,500							
60164		Generator PR Power	Depot Workshop	\$ 27,000	30/04/2014			34,500							
61479	RO 57	Truck with Tray	Isuzu	\$ 113,000	11/09/2019	100,000						115,000			
61488	RO 68	Truck 4x4 with Tray	Isuzu	\$ 106,445	13/12/2018						105,000				
62116	RO 54	Truck with Tray	Isuzu NPRS 65/155	\$ 98,000	24/02/2016			104,000						120,000	
64474	RO 8849	Trailer	Dog Trailer	\$ 7,000	10/07/2014	20,000									
63707	1GKI 347	Can-am Commander	Commander ATV	\$ 23,670	8/11/2017			25,500							
64487	RO 8964	ATV Trailer		\$ 8,500	8/10/2017						13,000				
64718	1TTF 220	CCTV Trailer	Viviotek	\$ 72,000	23/03/2018				85,000						
64728	1TTF 221	CCTV Trailer	Axis	\$ 71,500	23/03/2018				85,000						
64739	1TUI 819	CCTV Trailer		\$ 66,800	14/03/2019					74,000					
66158		Pool Cleaner	Dolphin Pro	\$ 9,000	24/04/2018				11,200						
66189		Pool Cleaner	Wave 300 Aquatic Centre	\$ 13,343	13/09/2019					17,500					
66281		Pressure Cleaner (Original Second Hand)			31/01/2022	12,000									
663811		Airless spray pump	Graco Gmax 7900	\$ 8,800	3/05/2021		10,500					12,000			
663544		PR Power Generator	GMS180CS-AU												
66423		Airless spray pump	Graco Gmax 7900	\$ 12,600	23/05/2023		13,500				15,000				16,500
667522		Pool Cleaner	Dolphin ProX/2 100 Wave	\$ 6,000	21/11/2022								7,500		
679400		Gas Detector		\$ 13,300	1/05/2020					15,000					16,000
681100		Air Compressor	AMT55	\$ 6,300	24/11/2020						9,000				
66302		Pressure Cleaner Hot/Cold		\$ 6,500	17/11/2022			6,500					7,000		
69959		Dunlite Generator SES	22 KVA	\$ 13,900	3/02/2009					19,700					
Total Annual Cost						132,000	24,000	205,000	412,200	166,200	142,000	127,000	14,500	120,000	32,500

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