



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.

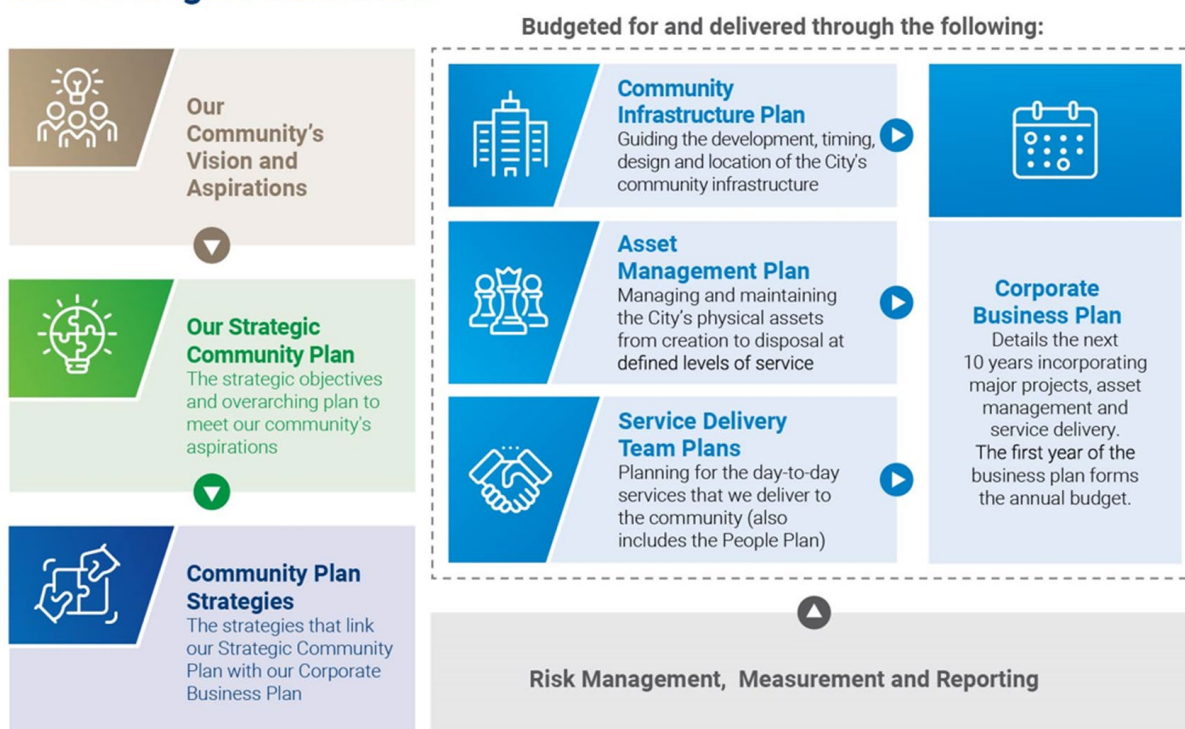
## 1.2 The Business Plan in the Context of the City's Strategic Framework

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 Pavilion	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, September and December 2024 is 3.8, 2.8% and 2.4%, 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.
- Interest rates were decreased for the first time in recent years in February 2025 but was held the same at the 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. 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/Community Hub	2024/2025	\$ 4,000,000
City of Rockingham Administration Refit	2027/2028	\$ 2,000,000
New Southern Depot	2027/2028	\$ 25,000,000

### Other Information

Year	Op. Revenue	Gross Debt	Debt Raised	Debt Ratio to Op. Revenue
2025/2026	\$ 180,600,000	\$ 4,800,000	\$ 2,000,000	2.7%
2026/2027	\$ 186,300,000	\$ 28,700,000	\$ 26,000,000	15.4%
2027/2028	\$ 198,000,000	\$ 52,100,000	\$ 27,100,000	26.3%
2028/2029	\$ 207,000,000	\$ 55,700,000	\$ 8,000,000	26.9%
2029/2030	\$ 211,600,000	\$ 71,700,000	\$ 20,800,000	33.9%
2030/2031	\$ 219,500,000	\$ 65,800,000	\$ 0	30.0%
2031/2032	\$ 231,100,000	\$ 71,000,000	\$ 12,000,000	30.7%
2032/2033	\$ 240,700,000	\$ 63,400,000	\$ -	26.3%
2032/2034	\$ 248,300,000	\$ 55,400,000	\$ -	22.3%

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2.2 Major Projects - Listed By Years - Detailed										
PROJECTS	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)	4,600,000	4,693,000	0	0	3,489,077	3,593,750	0	0	3,926,987	4,044,797
Plant Replacement - Landfill Major Plant	1,685,000	1,780,000	1,457,000	0	1,270,000	2,013,000	2,060,000	1,722,000	160,000	640,000
	6,285,000	6,473,000	1,457,000	0	4,759,077	5,606,750	2,060,000	1,722,000	4,086,987	4,684,797
	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
	1,984,281	(402,097)	4,796,030	6,440,621	1,874,763	1,226,105	4,977,841	5,526,976	3,379,459	3,005,644
Community Infrastructure Plan										
Koorana Reserve Master Plan										
Baldivis District Sporting Complex (fields, pavillion, civil	0	0	0	0						
Baldivis Indoor Recreation Centre	0	0	0	0						
Anniversary Park Clubroom Redevelopment	2,680,464	1,340,232	-	-	-	-	-	-	-	-
Autumn Centre Redevelopment	-	2,970,000	-	-	-	-	-	-	-	-
Safety Bay Foreshore Community Facility	-	6,600,000	3,300,000	-	-	-	-	-	-	-
Aqua Jetty Stage Two	1,000,000	32,400,000	-	-	-	-	-	-	-	-
Rockingham Foreshore Activity Node	172,096	172,096	2,065,146	1,032,573	-	-	-	-	-	-
Warnbro Community Recreation Centre Redevelopment	319,969	319,969	3,839,628	1,919,814	-	-	-	-	-	-
East Baldivis Recreation Reserve (Shared Use)	-	404,445	404,445	4,853,340	2,426,670	-	-	-	-	-
Baldivis Outdoor Courts	-	-	76,895	76,895	922,740	461,370	-	-	-	-
Secret Harbour Community Library	-	-	82,466	82,466	989,586	494,793	-	-	-	-
Rockingham Aquatic Centre Redevelopment	-	-	1,075,776	1,075,776	12,909,314	6,454,657	-	-	-	-
Waikiki/Warnbro Outdoor Recreation Space	-	-	-	-	71,355	71,355	856,260	428,130	-	-
Lark Hill Northern Expansion - Ovals and Sports Pavillion	-	-	-	-	1,199,920	1,199,920	14,399,035	7,199,517	-	-
Arpenteur Park Master Plan	-	-	-	-	-	-	206,935	206,935	2,483,223	1,241,612
Other Capital Expenditure										
Plant Replacement - Passenger Vehicles	218,000	204,000	209,000	512,000	502,000	255,000	226,000	239,000	567,000	580,000
Plant Replacement - Light Commercial Vehicles	433,000	440,000	738,000	833,000	935,000	571,000	516,000	427,000	1,055,000	1,221,000
Plant Replacement - Waste Collection Major Plant	1,000,000	510,000	1,995,000	2,149,200	1,110,000	560,000	1,725,000	2,696,200	1,250,000	630,000
Plant Replacement - Parks Major Plant	998,600	1,090,000	1,498,900	878,000	2,285,500	1,108,000	1,254,100	751,000	2,259,300	1,096,500
Plant Replacement - Technical Services Major Plant	17,100	258,000	437,000	666,000	532,100	358,500	368,400	245,000	479,000	216,800
Plant Replacement - Miscellaneous Major Plant	147,000	24,000	211,000	413,500	166,200	152,000	137,000	15,000	120,000	32,500
IT Replacement Equipment/Upgrades	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	4,101,249	7,844,838	8,620,230	7,265,677	6,416,000	5,450,000	5,000,000	6,000,000	6,000,000	6,000,000
Buildings and Facilities	3,290,000	4,276,546	5,118,300	3,381,173	6,668,672	5,000,000	5,000,000	6,000,000	6,000,000	6,000,000
Roads and Transportation	9,807,565	17,145,563	19,104,096	13,072,673	6,954,639	10,000,000	10,000,000	11,000,000	11,000,000	11,000,000
Marine Infrastructure	75,000	750,000	775,000	1,890,000	1,500,000	2,500,000	2,500,000	3,000,000	3,000,000	3,000,000
Infrastructure under 100k	412,000	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						
City of Rockingham Administration Refit		2,000,000								
Lotteries House/Community Hub	600,000	400,000								
	26,750,043	83,278,189	66,210,382	49,071,087	46,739,195	35,936,094	43,488,730	39,607,283	35,713,523	32,517,412
Net Reserve Transfer	4,222,439	(19,476,447)	(87,088)	(6,932,127)	4,024,970	(6,285,478)	4,352,291	(1,095,212)	1,167,460	7,601,799
	30,972,482	63,801,741	66,123,294	42,138,960	50,764,165	29,650,616	47,841,021	38,512,070	36,880,983	40,119,211
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
Loan Commitments - What is projected to occur										
Ln1 Anniversary Park	years	(2,000,000)	0	0	0	0	0	0	0	0
Ln2 Aqua Jetty Stage 2	years	0	(15,000,000)	0	0	0	0	0	0	0
Ln3 Safety Bay Foreshore Community	years	0	(11,000,000)	0	0	0	0	0	0	0
Ln4 Rockingham Foreshore Activity Node	years	0	0	(3,400,000)	0	0	0	0	0	0
Ln5 New Southern Depot	years	0	0	(23,700,000)	0	0	0	0	0	0
Ln6 East Baldivis Recreation Reserve	years	0	0	0	(8,000,000)	0	0	0	0	0
Ln7 Asset Management	years	0	0	0	(0)	0	0	0	0	0
Ln8 Rockingham Aquatic Centre	years	0	0	0	0	(18,000,000)	0	0	0	0
Ln9 Baldivis Outdoor Courts	years	0	0	0	0	(1,200,000)	0	0	0	0
Ln10 Secret Harbour Library	years	0	0	0	0	(1,600,000)	0	0	0	0
Ln11 Asset Management 2	years	0	0	0	0	0	(0)	0	0	0
Ln12 Lark Hill Sportsplex Northern Expansion	years	0	0	0	0	0	0	(12,000,000)	0	0
LESS: Raising of Loans for Acquisitions =		(2,000,000)	(26,000,000)	(27,100,000)	(8,000,000)	(20,800,000)	(0)	(12,000,000)	0	0
TOTALS COSTS LESS LOAN REVENUE OF ALL GROUPS		26,550,311	35,350,742	36,577,964	31,749,671	27,616,031	27,330,262	33,491,718	36,227,786	36,880,983
		40,119,211								
Latest Calculation - Discretionary Money Available (Note 2.3)		17,158,123	16,295,615	15,697,148	16,942,132	18,508,543	18,525,150	21,518,101	23,087,760	26,470,682
		30,064,400								
DIFFERENCE		(7,407,907)	(19,457,224)	(16,084,786)	(8,366,917)	(7,232,725)	(7,579,007)	(6,995,777)	(7,613,050)	(7,049,167)
tion from Grants and Other Sources		(7,407,907)	(19,457,224)	(16,084,786)	(8,366,918)	(7,232,725)	(7,579,007)	(6,995,777)	(7,613,050)	(7,049,167)
		0	0	0	0	0	0	0	0	0
		1.07%	1.20%	2.81%	3.49%	3.92%	5.05%	4.80%	5.28%	5.12%
		2.65%	15.39%	26.33%	26.93%	33.88%	29.96%	30.73%	26.35%	22.29%
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
<b>OPERATING INCOME</b>										
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
<b>TOTAL OPERATING INCOME</b>	<b>172,092</b>	<b>179,096</b>	<b>186,575</b>	<b>194,385</b>	<b>202,133</b>	<b>210,206</b>	<b>218,616</b>	<b>227,379</b>	<b>236,510</b>	<b>246,023</b>
<b>OPERATING EXPENDITURE</b>										
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	-192	-119	-48	0	0	0	0	0	0	0
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
<b>TOTAL OPERATING EXPENDITURE</b>	<b>-187,797</b>	<b>-196,411</b>	<b>-202,229</b>	<b>-208,246</b>	<b>-214,494</b>	<b>-220,928</b>	<b>-227,556</b>	<b>-234,383</b>	<b>-241,415</b>	<b>-248,657</b>
<b>Net Operating Result</b>	<b>-15,705</b>	<b>-17,315</b>	<b>-15,654</b>	<b>-13,862</b>	<b>-12,361</b>	<b>-10,723</b>	<b>-8,940</b>	<b>-7,004</b>	<b>-4,905</b>	<b>-2,634</b>
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	-950	-1,219	-4,714	-7,222	-8,298	-11,094	-11,094	-12,707	-12,707	-12,707
<b>Subtotal</b>	<b>-154,934</b>	<b>-162,801</b>	<b>-170,878</b>	<b>-177,442</b>	<b>-183,624</b>	<b>-191,680</b>	<b>-197,098</b>	<b>-204,291</b>	<b>-210,039</b>	<b>-215,959</b>
<b>PROJECTED OPERATING SURPLUS</b>	<b>17,158</b>	<b>16,296</b>	<b>15,697</b>	<b>16,942</b>	<b>18,509</b>	<b>18,525</b>	<b>21,518</b>	<b>23,088</b>	<b>26,471</b>	<b>30,064</b>

#### 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
<b>OPERATING INCOME</b>										
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
<b>TOTAL OPERATING INCOME</b>	<b>25,906</b>	<b>24,236</b>	<b>24,964</b>	<b>25,712</b>	<b>26,484</b>	<b>27,278</b>	<b>28,097</b>	<b>28,940</b>	<b>29,808</b>	<b>30,702</b>
<b>OPERATING EXPENDITURE</b>										
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
<b>TOTAL OPERATING EXPENDITURE</b>	<b>-17,636</b>	<b>-18,166</b>	<b>-18,710</b>	<b>-19,272</b>	<b>-19,850</b>	<b>-20,445</b>	<b>-21,059</b>	<b>-21,691</b>	<b>-22,341</b>	<b>-23,012</b>
<b>Net Operating Result</b>	<b>8,269</b>	<b>6,071</b>	<b>6,253</b>	<b>6,441</b>	<b>6,634</b>	<b>6,833</b>	<b>7,038</b>	<b>7,249</b>	<b>7,466</b>	<b>7,690</b>
<b>OPERATING SURPLUS - Landfill</b>	<b>8,269</b>	<b>6,071</b>	<b>6,253</b>	<b>6,441</b>	<b>6,634</b>	<b>6,833</b>	<b>7,038</b>	<b>7,249</b>	<b>7,466</b>	<b>7,690</b>



## 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			
<b>Total Expenditure</b>	<b>1,478,000</b>	<b>1,109,000</b>	<b>1,140,000</b>	<b>950,000</b>	<b>750,000</b>

<b>3.2 Parks and Natural Reserves</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>
<b>Amadeus Crescent Reserve R47316</b>					
Amadeus Reserve - Replace shelter and picnic table	\$ 30,000				
Amadeus Reserve - Replace combination play equipment	\$ 35,000				
<b>Anniversary Park Reserve R31572</b>					
Anniversary Park – Replace switchboards and electrical cabinets		\$ 112,000			
<b>Antilla Place Reserve R33199</b>					
Antilla Place Reserve - Infield reticulation			\$ 278,600		
<b>Anvils Circle Reserve R47395</b>					
Anvils Circle Reserve - Replace seating		\$ 25,000			
<b>Aries Court Reserve R33007</b>					
Aries Court Reserve - Replace lighting and switchboard	\$ 284,300				
<b>Baltimore Reserve R47223</b>					
Baltimore Reserve - Infield reticulation			\$ 39,800		
<b>Bayeux Reserve R44984</b>					
Bayeux Reserve - Infield reticulation		\$ 94,464			
Bayeux Reserve - Replace irrigation controller		\$ 7,875			
<b>Bayview Reserve R41239</b>					
Bayview Reserve - Infield reticulation			\$ 238,800		
Bayview Reserve - Replace irrigation controller			\$ 7,000		
<b>Bell Park R22568</b>					
Bell Park - Replace lighting	\$ 10,000	\$ 1,600,000			
Wanliss Street carpark upgrade - Foreshore Master Plan		\$ 700,000	\$ 1,600,000		
<b>Bequia Reserve R40223</b>					
Bequia Reserve - Infield reticulation			\$ 39,800		
<b>Bight Reefs Reserve R26470</b>					
Mather Park - Install limestone retaining wall to play area			\$ 4,700		
<b>Bonnington Reserve R51396</b>					
Bonnington Reserve - Resurface outdoor court			\$ 30,000		
<b>Broughton Reserve R35059</b>					
Broughton Reserve - Infield Irrigation			\$ 19,900		
<b>Buckle Court Reserve R35477</b>					
Buckle Court Reserve - Infield reticulation		\$ 30,000			
Buckle Court Reserve - Replace irrigation controller		\$ 7,875			
<b>Bungaree Drain R33200</b>					
Bungaree Drain Pathway - Replace lighting	\$ 341,856				
<b>Careeba Reserve R33299</b>					
Careeba Reserve - Replace play equipment and install path, seating and tree planting (PIP)	\$ 49,000				
<b>Catalpa Rockingham R21487</b>					
Palm Beach - Replace shower facilities					\$ 22,000
<b>CENTRAL PROMENADE 1582</b>					
Central Promenade - Replace bench seating			\$ 46,000		
<b>Chelmsford Reserve R45101</b>					
Chelmsford Reserve - Infield reticulation	\$ 267,000				
Chelmsford Reserve - Replace spider net play equipment	\$ 25,000				
Chelmsford Reserve - Replace softfall under spider net play equipment	\$ 6,000				
<b>Chesapeake Reserve R45760</b>					
Chesapeake Reserve - Infield reticulation			\$ 89,550		



<b>3.2 Parks and Natural Reserves</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>
Chesapeake Reserve - Replace irrigation cabinet			\$ 10,500		
Chesapeake Reserve - Replace irrigation controller			\$ 7,000		
<b>Christison Way Reserve R41195</b>					
Christison Way Reserve - Infield Irrigation			\$ 39,800		
<b>Churchill Park R22568</b>					
Churchill Park - Replace lighting	\$ 10,000	\$ 1,600,000			
<b>City Park R41967</b>					
City Park - Replace switchboard cabinet	\$ 18,000				
<b>CIVIC BLVD 504</b>					
Civic Boulevard - Replace bench seating			\$ 28,000		
<b>Cobblestone Circuit R47199</b>					
Cobblestone Circuit - Convert lighting to LED			\$ 43,200		
<b>Delphinus Reserve R32656</b>					
Delphinus Reserve - Replace lighting				\$ 431,000	
<b>Derwent Park R40984</b>					
Derwent Park - Infield Reticulation		\$ 16,800			
<b>Diamantina Reserve R40443</b>					
Diamantina Reserve - Infield Irrigation			\$ 13,930		
<b>Don Cuthbertson Reserve R41558</b>					
Don Cuthbertson Reserve - Infield reticulation		\$ 192,000			
<b>Emerald Park R22568</b>					
Emerald Park - Replace picnic tables			\$ 33,000		
Emerald Park - Replace shelters including new concrete hardstand			\$ 245,250		
Emerald Park - Replace lighting					\$ 365,000
<b>Ennis Avenue Reserve - Rear of Hillman Hall</b>					
Hillman Hall carpark - Convert lighting to LED and replace switchboard	\$ 40,000				
Ennis Ave Reserve & Kurrawa PAW Lighting - Convert lighting to LED	\$ 96,000				
Ennis Avenue Reserve - Infield reticulation	\$ 186,000				
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)2	\$ 70,000				
<b>Fantasy Park Reserve R38418</b>					
Fantasy Park - Infield reticulation			\$ 450,000		
Fantasy Park - Replace shelters			\$ 140,000		
Fantasy Park - Replace switchboard			\$ 10,000		
<b>Fisher Street POS and Lookout R47553</b>					
Fisher Street Reserve - Infield Irrigation				\$ 33,830	
<b>Galway Gardens Reserve R44933</b>					
Galway Gardens Reserve - Infield Irrigation		\$ 29,130			
<b>Glenburgh Reserve R51661</b>					
Glenburgh Reserve - Resurface court		\$ 23,000			
<b>Golden Bay Foreshore R27066</b>					
Golden Bay Foreshore - Infield Irrigation	\$ 51,000				

3.2 Parks and Natural Reserves	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Grange Reserve R33443</b>					
Grange Reserve - Infield Irrigation	\$ 142,320				
<b>Gumnut Reserve R31548</b>					
Gumnut Reserve - Replace irrigation controller		\$ 9,000			
Gumnut Reserve - Infield reticulation		\$ 126,504			
Gumnut Reserve - Install sporting goals (PIP)	\$ 13,000				
<b>Harmony Park R46264</b>					
Harmony Park - Infield reticulation		\$ 238,086			
<b>Harrington Gardens Reserve R47171</b>					
Harrington Gardens Reserve - Infield reticulation				\$ 238,800	
<b>Haselmere Circuit Reserve R33669</b>					
Haselmere Circuit Reserve - Replace and improve location of play equipment install path and seating (PIP)	\$ 93,000				
<b>Hillsborough Reserve R51405</b>					
Hillsborough Reserve - Replace lighting and switchboard	\$ 85,000				
<b>Houston Reserve R32406</b>					
Houston Reserve - Infield reticulation		\$ 67,524			
Houston Reserve - Replace irrigation controller		\$ 7,875			
<b>Janet Park Reserve R26559</b>					
Janet Park - Infield Irrigation				\$ 13,930	
<b>Kingaroy Reserve (North) R50379</b>					
Ballaballa Reserve - Convert lighting to LED	\$ 25,000				
<b>KURRAJONG RD 528</b>					
Kurrajong Road to Waikiki Road Public Access Way - Replace lighting			\$ 120,000		
<b>Lake Richmond Reserve R47145</b>					
Lake Richmond - Replace lighting and switchboard		\$ 5,000	\$ 145,000		
<b>Lakemba Reserve R42742</b>					
Lakemba Reserve - Replace court	\$ 50,000				
<b>Larkhill Sporting Reserve R24059</b>					
Larkhill Sporting Reserve - Replace combination play equipment (north side)			\$ 55,000		
Larkhill Sporting Reserve - Replace passive reserve lighting				\$ 3,500	\$ 150,000
Larkhill Sporting Reserve - Surface rear access road	\$ 50,000				
<b>Lewington Nature Reserve R45509</b>					
Lewington Nature Reserve - Infield Irrigation		\$ 150,000			
<b>Lions Park Reserve R22948</b>					
Lions Park - Infield Irrigation		\$ 57,516			
Lions Park Reserve - Replace lighting and switchboard			\$ 160,000		
<b>Long Park Reserve R36155</b>					
Long Park - Replace climbing net equipment	\$ 50,000				
Long Park - Convert lighting to LED			\$ 96,000		
<b>Lynx Way Reserve R33085</b>					
Lynx Way Reserve - Infield reticulation		\$ 30,000			
<b>Madeira Reserve R41194</b>					
Madeira Reserve - Replace play equipment	\$ 40,000				
Madeira Reserve - Add paths and soft landscaping (PIP)	\$ 30,000				
<b>Malabar Reserve R48565</b>					
Malabar Reserve - Replace play equipment and install path, seating and landscaping (PIP)	\$ 58,000				
<b>Montmarte Reserve R45697</b>					

<b>3.2 Parks and Natural Reserves</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>
Montmartre Reserve - Replace irrigation controller	\$ 7,875				
Montmartre Reserve - Infield reticulation	\$ 17,898				
<b>Orleans Drive Reserve R42886</b>					
Orleans Drive Reserve - Replace irrigation cabinet		\$ 10,000			
Orleans Drive Reserve - Replace irrigation controller		\$ 7,875			
Orleans Drive Reserve - Infield reticulation		\$ 79,914			
<b>Palermo Cove R44449</b>					
Secret Harbour Foreshore Carpark (north of SLSC) - Replace lighting		\$ 15,000	\$ 453,000		
<b>Patterson Reserve R48860</b>					
Patterson Reserve - Infield Irrigation			\$ 79,600		
<b>Phoebe Hymus Park R27854</b>					
Phoebe Hymus Reserve - Infield Irrigation		\$ 63,000			
Phoebe Hymus - Replace lighting			\$ 413,000		
<b>Pioneer Park Reserve R44916</b>					
Pioneer Park Reserve - Replace lighting				\$ 68,000	
<b>Port Kennedy Foreshore R44076</b>					
Port Kennedy Foreshore - Convert lighting to LED			\$ 66,000		
<b>Rotary Reserve R9025</b>					
Rotary Reserve - Replace picnic tables			\$ 12,000		
Rotary Reserve - Replace shelters			\$ 45,000		
<b>Safety Bay Foreshore (June-Malibu) R22270</b>					
Safety Bay Foreshore - Replace shelters (Opp Ernest)	\$ 45,000				
<b>Safety Bay Foreshore (Watts - June) R22035</b>					
Safety Bay Foreshore (Carlisle – Waimea) - Replace lighting		\$ 350,000			
Safety Bay Foreshore - Install playground shade sails				\$ 36,500	
<b>San Sebastian Reserve R47073</b>					
San Sebastian Reserve - Replace combination play equipment	\$ 42,000				
<b>Seabrooke/Barron Reserve R35060</b>					
Seabrook Barron Reserve - Replace lighting				\$ 79,000	
<b>Seahaven Reserve R36850</b>					
Seahaven Reserve - Infield Irrigation				\$ 79,600	
<b>SECRET HARBOUR BOULEVARDE 1119</b>					
Secret Harbour Bouevard - Infield Irrigation (Streetscapes)	\$ 195,000				
<b>Secret Harbour Oval R43066</b>					
Secret Harbour Oval - Resurface basketball court	\$ 45,000				
Secret Harbour oval - Replace basketball hoop	\$ 15,000				
<b>Sepia Court Reserve R34499</b>					
Sepia Court Reserve - Infield Reticulation			\$ 39,800		
<b>Shoalwater Oval Reserve R24280</b>					
Shoalwater Oval - Cricket nets surface replacement - Potential Cricket Australia Grant		\$ 35,000			
Shoalwater Oval Reserve - Replace combination play equipment	\$ 38,000				
<b>Singleton Foreshore R26469</b>					
Singleton Foreshore - Replace shelters	\$ 65,000				
Singleton Foreshore - Replace shower and drinking fountain	\$ 15,000				
Singleton Foreshore - (Singleton Beach Rd) - Replace lighting and switchboard	\$ 301,000				
<b>Tarwarri Park Reserve 35906</b>					
Tarwarri Reserve - Replace play equipment	\$ 5,000				



<b>3.2 Parks and Natural Reserves</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>
Tarwarri Reserve & PAW's - Convert lighting to LED		\$ 57,000			
<b>The Esplanade Foreshore R21487</b>					
Val Street Jetty - Convert lighting to LED includes dimming feature	\$ 60,000				
<b>Townsend Reserve R35476</b>					
Townsend Reserve - Replace lighting and switchboard				\$ 124,517	
<b>Trusty Park Reserve R44567</b>					
Trusty Park Reserve - Replace lighting			\$ 35,000		
<b>Wallsend Reserve R33187</b>					
Wallsend Reserve - Infield Irrigation		\$ 20,400			
Wallsend Reserve - Replace lighting			\$ 90,000		
<b>Warnbro Foreshore R31198 (Shelton to Westray)</b>					
Warnbro Foreshore - Infield Irrigation (The Bay)			\$ 20,000		
<b>Warnbro Oval (Living Waters) R39592</b>					
Aqua Jetty Tennis/Basketball courts - Replace sports floodlighting			\$ 450,000		
<b>Warnbro Recreation Centre (Currie St Oval) R25478</b>					
Warnbro Recreational Centre Oval - Replace cricket practice nets			\$ 110,000		
Warnbro Recreation Centre Training Oval - Replace sports floodlighting				\$ 676,000	
<b>Parks &amp; Natural Reserves</b>					
Infield reticulation renewals				\$ 950,000	\$ 1,400,000
Sports equipment renewals			\$ 15,000	\$ 100,000	\$ 100,000
Electrical cabinet & controller renewals		\$ 100,000	\$ 300,000	\$ 350,000	\$ 400,000
Play equipment renewals		\$ 500,000	\$ 650,000	\$ 800,000	\$ 950,000
Sports surface renewals		\$ 400,000	\$ 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	\$ 13,000
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
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	
New and upgraded park lighting	\$ 100,000	\$ 80,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>Total</b>	<b>\$ 4,101,249</b>	<b>\$ 7,844,838</b>	<b>\$ 8,620,230</b>	<b>\$ 7,265,677</b>	<b>\$ 6,416,000</b>

3.3 Buildings and Facilities	2025/26	2026/27	2027/28	2028/29	2029/30
<b>ANNIVERSARY PARK SITE (HEFRON STREET)</b>					
Anniversary Park - Replace toilets and changerooms	\$ 595,000				
<b>AQUA JETTY SITE (WARNBRO SOUND AVENUE)</b>					
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		
Aqua Jetty - Replace heat pumps for 50m pool	\$ 30,000				
<b>AUTUMN CENTRE SITE (MCNICHOLL STREET)</b>					
Autumn Centre - Remove and replace kitchen vinyl covering	\$ 55,000				
Autumn Centre - Convert lighting to LED (Main Hall)		\$ 30,000			
Autumn Centre - Replace switchboard		\$ 75,000			
<b>BALDIVIS RESERVE SITE (CNR FIFTY/BALDIVIS ROADS)</b>					
Baldivis Reserve (Baldivis Old Bar) - Replace structure		\$ 35,000			
<b>COUNCIL ADMINISTRATION OFFICE/LOTTERIES HOUSE SITE</b>					
Council Administration Building - Refurbish or replace water feature	\$ 50,000				
Administration - Bell Tower - Colour Changeable LED's	\$ 30,000				
Council Administration Building Works					
- Reception room AV and Electrical upgrades / refurbishment					
- Replace air conditioning services					
- Render renewal					
- Upgrade fire systems		\$ 2,190,000	\$ 475,000		
<b>COUNCIL DEPOT SITE (CROCKER STREET)</b>					
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	\$ 150,000				
<b>GEORGETOWN RESERVE SITE (GEORGETOWN DRIVE)</b>					
Georgetown Reserve Changerooms - Replace roof covering	\$ 130,000				
<b>GOLDEN BAY FORESHORE SITE (MARILLANA DRIVE)</b>					
Golden Bay Foreshore Toilets - Replace toilet facility		\$ 400,000			
<b>HURRELL WAY SITE (Building Operations Centre)</b>					
Building Operations Workshop - Replace Roof			\$ 150,000		
<b>JUNE ROAD RESERVE SITE</b>					
June Road Reserve - Replace toilet facility	\$ 190,000				
<b>MARY DAVIES LIBRARY &amp; COMMUNITY CENTRE</b>					
Mary Davies Library & Community Centre Courtyard - Convert lighting to LED			\$ 40,000		
<b>MIKE BARNETT SPORTING COMPLEX SITE (DIXON ROAD)</b>					
Mike Barnett - Car Park - Convert lighting to LED					\$ 160,000
<b>NAVAL ASSOCIATION/SEA RESCUE SITE (PT PERON ROAD)</b>					

3.3 Buildings and Facilities	2025/26	2026/27	2027/28	2028/29	2029/30
Naval Association Clubrooms - Renewal of flooring to kitchen, cool room, dry storage, bar and dining area		\$ 40,000			
<b>POINT PERON FORESHORE SITE</b>					
Point Peron Toilet Block - Replace toilet facility				\$ 294,031	
<b>ROCKINGHAM AQUATIC CENTRE SITE (COUNCIL AVENUE)</b>					
Rockingham Aquatic Centre - Replace filtration pipework and valves	\$ 20,000				
<b>ROCKINGHAM OLD MUSEUM SITE -CNR KENT/FLINDERS</b>					
Rockingham Museum Art and Craft Building - Refurbish kitchen		\$ 30,000			
<b>ROYAL ROAD RESERVE SITE (ROYAL ROAD - JOHN BUTTS)</b>					
Safety Bay Tennis Club - Minor refurbishment and upgrade	\$ 320,000				
<b>SAFETY BAY LIBRARY SITE (SAFETY BAY ROAD)</b>					
Safety Bay Library - Replace interior lighting	\$ 20,000				
<b>SHOALWATER FORESHORE SITE (CNR WATTS/SAFETY BAY RD)</b>					
Shoalwater Foreshore (Watts Rd) - Replace toilet facility		\$ 15,000	\$ 335,000		
<b>SINGLETON FORESHORE SITE (FORESHORE DRIVE)</b>					
Singleton Foreshore Toilets - Replace toilet facility		\$ 400,000			
<b>WAIKIKI FORESHORE SITE (WARNBRO BCH/SAFETY BAY RD)</b>					
Waikiki Foreshore Toilets (Malibu Rd) - Replace toilet facility			\$ 324,448		
<b>WARNBRO RECREATION CENTRE SITE (OKEHAMPTON/CURRIE)</b>					
Warnbro Recreation Centre - Carpark lighting upgrade			\$ 60,000		
Warnbro Recreation Centre - Major refurbishment			\$ 1,330,000		
<b>WATTS ROAD SCOUT HALL SITE</b>					
Watts Road Scout Hall - Install air conditioning	\$ 50,000				
<b>Buildings &amp; Facilities</b>					
Building renewals		\$ 334,546	\$ 1,987,384	\$ 2,987,142	\$ 5,908,672
Buildings - Urgent works	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
CoR Facilities - Rekey all City facilities and reserves on a patented keying system					\$ 500,000
<b>Grand Total</b>	<b>\$ 3,290,000</b>	<b>\$ 4,276,546</b>	<b>\$ 5,118,300</b>	<b>\$ 3,381,173</b>	<b>\$ 6,668,672</b>



3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Major Road Projects</b>					
Safety Bay Road/Mandurah Road Roundabout - Landscaping works	\$ 105,000				
Warnbro Sound Avenue - Channelisation of Warnbro Sound Avenue and Grand Ocean Boulevard intersection	\$ 105,000				
MRRG Road improvement - Mundijong Road - Realign and install street lighting and crash barriers	\$ 2,340,000				
Stakehill Road - Installation of Crash Barriers - Dependant on SLRIP funding	\$ 368,772				
Currie Street - Install traffic treatments - Dependant on SLRIP funding	\$ 200,000	\$ 324,448			
MRRG Road improvement - Mandurah Road and Anstey Road - Intersection upgrade feasibility study and design		\$ 3,000,000			
Thorpe Street - Install new local area traffic management solutions		\$ 500,000			
Willmott Drive - Construct traffic treatments - Potential Funding		\$ 1,600,000			
Baldivis Road - Four lane dual carriageway design (Kerosene Lane to Kulija Road)		\$ 100,000	\$ 100,000		
Kulija Road - Four lane dual carriageway design (Kwinana Freeway to Mandurah Road)		\$ 100,000	\$ 100,000		
Parkin Street, Safety Bay Road, Point Peron Road, Hymus Street - Intersection upgrade - Potential Funding		\$ 500,000	\$ 1,500,000	\$ 1,500,000	
National blackspot projects		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
State blackspot projects		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Aqua Jetty - Channelisation of the left turn from Warnbro Sound Avenue			\$ 150,000		
Baldivis Road and Kulija Road - Intersection upgrade - Potential funding			\$ 7,000,000		
Baldivis Road and Rivergums Boulevard - Install roundabout - Potential funding			\$ 300,000	\$ 800,000	
Mandurah Road - Install sealed shoulder south of Safety Bay Road				\$ 1,500,000	
MRRG Road improvement projects				\$ 1,000,000	\$ 1,000,000
Road safety action plan implementation	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>New Footpaths / Dual Access Paths</b>					
Patterson Road - Shared path (Between Ennis Avenue and Parkin Street) - Federal Active Transport funding	\$ 156,000	\$ 546,000	\$ 1,720,800	\$ 468,000	
Grand Ocean Boulevard - New Footpath (Maria Way to Bayeux Avenue)	\$ 98,842				
Tranby Drive - New path (Between the school entrance and the intersection of Tranby Drive and Eighty Road)	\$ 18,304				
Nairn Drive - New path (Amazon Drive south to connect to existing path)	\$ 42,163				
Brixham Way - New path (East side from Okehampton Road to Axminster St)	\$ 58,916				
Dawlish Way - New path (Axminster St to Exeter St)	\$ 76,076				
Rosewood Street - New path (Fisher Street to Bay View Street)	\$ 65,780				
Adina Way - New path (Hawkins St to Simpson Ave)	\$ 190,190				
Annean Loop - New path (South Side from 34 to 22 Annean Loop)		\$ 95,238			
Reeds Avenue - New path (18 Clearwater Avenue to Harmony Parade)		\$ 11,440			
Linville Ave - New path (West Side from Millgrove Avenue to Goongarrie Drive)		\$ 147,290			
Lonsdale Cr - New path (South Side from Harrington Waters Drive to 19 Lonsdale Cr)		\$ 40,898			
Lowell St- New path (West Side from Burnsville Drive to Newfound St)		\$ 65,208			
Palmer Street - New path (Fendam Street to McCormick Street)				\$ 93,522	
La Manche Avenue - New path (Chelmsford Avenue to existing path adjacent to shopping centre)				\$ 24,310	
Port Royal Dr - New path (East Side from 26 Port Royal Drive to Georgetown Dr)				\$ 91,234	
View Road - New path Safety Bay Road to Warnbro Beach Road)				\$ 51,194	
Hampden Rise - New path (North side Maykbe Drive & Layer Close)				\$ 10,868	
Seaforth Rd - New path (Gloucester Crescent to Watts Rd)					\$ 140,712
Carmody Road - New path (Gibb Road to Murchison Road)					\$ 112,112
Brownrigg St - New path (Singleton Beach Rd to Murdoch Drive)					\$ 108,394
Success Drive - New path (North side from Leeuwin Parade to opposite 12 Success Drive)					\$ 54,340
Footpath projects - Minor missing links	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
<b>New and Upgraded Infrastructure</b>					
Install guarded school crossings	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Parking upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 10,000
Roads - Public area lighting plan	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Bus stops - New shelters and upgraded platforms	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
<b>Drainage Upgrades</b>					
Drainage upgrades	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Bus Shelter Renewals</b>					
Warnbro Sound Avenue - Replace bus shelter - Stop 17268	\$ 20,000				
<b>Street Lighting Renewal Projects</b>					
Civic Boulevard, Central Promenade, Chalgrove Avenue, Whitfield Street 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	
<b>Path Renewals</b>					
Anstey Road - Replace shared path (Bluestone Parkway to Mandurah Road)	\$ 200,000				
Port Kennedy / Warnbro Foreshore - Replace paths (Capella Pass to Port Kennedy Drive)	\$ 50,000	\$ 1,500,000			
Path renewals			\$ 200,000	\$ 250,000	\$ 250,000
<b>Car Park Renewals</b>					
Car park renewals		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>Road Resurfacing Renewals</b>					
Mundijong Road - Road resurfacing (St Albans Road - 280m west of Freeway) MRRG Rehabilitation	\$ 1,017,346				
Warnbro Sound Ave (NB) - Road resurfacing (Sunlight Drive - Jacquard Way) MRRG Rehabilitation	\$ 317,540				
Warnbro Sound Ave (SB) - Road resurfacing (Anstey Road - Bluestone Parkway) MRRG Rehabilitation	\$ 549,200				
Arabella Meander - Road Resurfacing (4 Arabella Meander to Eva Lynch Way)	\$ 25,266				
Vista Place - Road resurfacing (Safety Bay Road to Cul-de-sac)	\$ 29,680				
Louise Street Service Road - Road resurfacing (Simpson Avenue to Ashford Avenue)	\$ 12,853				
June Road - Road resurfacing (Joseph Road to Rae Road)	\$ 115,428				
Dixon Road - Road resurfacing (Goddard Street to Ambrose Street)	\$ 111,166				
Read Street - Road resurfacing (Malibu Road to Goongarrie Drive)	\$ 109,546				
Grasshill Road - Road resurfacing (Amarillo Drive to Cul-de-sac)	\$ 124,822				
Wanliss Street - Road resurfacing (Patterson Road to Emma Street)	\$ 86,888				
Carlingford Drive - Road Resurfacing (Bayside Boulevard to Barcelona Grange)	\$ 23,741				
Seahaven Street - Road resurfacing (Safety Bay Road to Charthouse Road )	\$ 96,232				
St Albans Road - Road resurfacing (Telephone Lane to Mundijong Road)	\$ 698,669				
Saury Court - Road resurfacing (Talma Place to End of Road)	\$ 8,048				
Anstey Road - Road resurfacing (Forty Road to Mandurah Road - including roundabout)	\$ 328,128				
Safety Bay Road - Road resurfacing (Roundabout with Nairn Drive)	\$ 157,849				
Safety Bay Road (WB) Right Lane - Road resurfacing (Mandurah Road to Eighty Road)	\$ 140,074				
Athens Entrance - Road resurfacing (Bayside Boulevard to Brussels Circuit - Only southbound lane)	\$ 15,000				
Dunlowe Loop - Road resurfacing (Eva Lynch Way to Arabella Meander - including roundabout)	\$ 22,150				
Eva Lynch Way - Road resurfacing (Royal Palm Drive to 11 Eva Lynch Way - exclude splitter island)	\$ 32,738				
Makybe Drive and Delta Road Roundabout - Road resurfacing	\$ 35,500				
Grand Ocean Boulevard - Road resurfacing (Swallowtail Parade to Warnbro Sound Avenue)	\$ 134,534				
St Albans Road - Road resurfacing (Weber Lane to Mundijong Road)	\$ 299,013				
Penguin Road - Road resurfacing (Bent Street to Forrester Road)	\$ 71,111				
Marlock Place - Road resurfacing (Paganoni Road to Cu-de-sac)		\$ 52,156			
Arthur Road - Road resurfacing (Owen Road to Donald Drive)		\$ 30,356			
Doghill Road - Road resurfacing (Young Road to 427 Doghill Rd)		\$ 234,518			
Willmott Drive - Road Resurfacing (Gnangara Drive to Ennis Avenue)		\$ 115,315			
Rae Road - Road resurfacing (Garden Island Highway - roundabout included - to Tulley Court)		\$ 669,180			
Wellard Road - Road resurfacing (Mandurah Road to End of the City Boundary)		\$ 207,861			
Truscan Close - Road resurfacing (Park Drive to Cul-de-sac)		\$ 20,267			
Noonan Road - Road resurfacing (Park Drive to Cambridge Crescent)		\$ 76,571			
Kent Street - Road resurfacing (Wanliss Street to Roe Street)		\$ 263,683			
Montoro Drive - Road resurfacing (Laguardia Loop to Riaza Parkway)		\$ 48,360			
Pulsano Mews - Road resurfacing (Secret Harbour Boulevard)		\$ 17,839			
Anzio Court - Road resurfacing (Naxos Way to Cul-de-sac)		\$ 12,916			

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Hercules Street - Road resurfacing (Cygnus Street to Orion Place)		\$ 94,536			
Clennett Close - Road resurfacing (Noonan Road to Cul-de-sac)		\$ 11,532			
Goddard Street - NB - Road resurfacing (Chalgrove Avenue to Leeuwin Parade)		\$ 138,038			
Grange Drive - Road resurfacing (Gascoyne Way to Ennis Avenue)		\$ 131,789			
Delphinus Place - Road resurfacing (Cygnus Street to Cul-de-sac)		\$ 40,562			
Cambridge Crescent - Road resurfacing (Mataitai Loop to Jindarra Close)		\$ 60,571			
Naxos Way - Road resurfacing (Vila Do Porto Crescent to Taiof Close)		\$ 30,071			
Seabrooke Avenue - Road resurfacing (Rae Road to Ricketts Court)		\$ 172,394			
Victoria Street - Road resurfacing (Kent Street to Smythe Street)		\$ 73,360			
Woodwind Way - Road resurfacing (Rothbury Parade to Swifts Court)		\$ 14,947			
Jarvis Road - Road Resurfacing (Stakehill Road to Cul-de-sac)		\$ 29,808			
Tuart Drive - Road resurfacing (Eighty Road South to Eighty Road North )		\$ 187,812			
Hydra Close - Road resurfacing (Cygnus Street to Cul-de-sac)		\$ 53,821			
Montilla Crescent - Road resurfacing (San Sebastian Boulevard to Toledo Circuit)		\$ 60,800			
Musca Close- Road Resurfacing (Orion Street to Cul-de-sac)		\$ 17,839			
Markaling Close - Road resurfacing (Milina Street to Cul-de-sac)		\$ 17,696			
Amarillo Drive - Road resurfacing (Karri Street to Mallee Drive)			\$ 318,862		
Lloyd Road - Road resurfacing (Doghill Road to Cul-de-sac)			\$ 38,430		
Epsilon Drive - Road resurfacing (Belgravia Terrace to Cul-de-sac)			\$ 74,738		
Delaporte Turn - Road resurfacing (Coldicott Terrace to Vernon Gough Drive)			\$ 28,253		
Exhibition Way - Road resurfacing (Park Drive to Balwyn Court)			\$ 115,428		
Darile Street - Road resurfacing (Milina Street to Calume Street)			\$ 93,714		
Farris Street - Road resurfacing (Ledgard Street to Cul-de-sac)			\$ 46,054		
Serpentine Road - Road resurfacing (Young Road to Powell Road)			\$ 108,226		
Orion Street - Road resurfacing (Hercules Street to Turana Place)			\$ 52,633		
Soraya Place - Road resurfacing (Westerly Way to Cul-de-sac)			\$ 40,031		
Waterton Way - Road resurfacing (Park Drive to Mataitai Loop)			\$ 211,428		
Westerly Way - Road resurfacing (Willmott Drive to Soraya Place)			\$ 41,143		
Riaza Parkway - Road resurfacing (Montoro Drive to Laguardia Loop)			\$ 50,119		
Burnsville Drive - Road resurfacing (Bluestone Parkway to Nottely Crescent)			\$ 57,154		
Wattle Court - Road Resurfacing (Wandoo Drive to Cul-de-sac)			\$ 17,886		
Lumsden Road - Road Resurfacing (Stakehill Road to Cul-de-sac)			\$ 13,000		
Maratea Parade - Road resurfacing (Secret Harbour Boulevard to Warnbro Sound Avenue)			\$ 105,600		
Oasis Drive - Road resurfacing (Warnbro Sound Avenue to Secret Harbour Boulevard)			\$ 187,722		
San Cristobal Garden - Road resurfacing (Mikonos Mews to Santa Cruz Parkway)			\$ 26,162		
Bluestone Parkway - Road resurfacing (Warnbro Sound Avenue to Burnsville Drive)			\$ 153,211		
Tropea Place - Road resurfacing (Alicante Mews to Cul-de-sac)			\$ 7,914		
Caddo Lane - Road resurfacing (Clarkshill Road to Ortona Crescent)			\$ 12,281		
Secret Harbour Boulevard Service Road 'B' - Road resurfacing			\$ 15,289		
Federation Drive - Road resurfacing (Singleton Beach Road to Naval Avenue)			\$ 116,267		
Menton Place - Road resurfacing (Maratea Parade to Cul-de-sac)			\$ 34,292		
Dorado Street - Road resurfacing (Navigator Drive to Harmony Parade)			\$ 18,641		
Cobby Lane - Road resurfacing (Bertenshaw Road to Cul-de-sac)			\$ 24,786		
Secret Harbour Boulevard Service Road 'D' - Road resurfacing			\$ 16,139		
Secret Harbour Boulevard Service Road 'A' - Road resurfacing			\$ 14,440		
Blue Fin Drive - Road resurfacing (Karunjie Road to Barramundi Street)			\$ 27,114		
Eighty Road - Road resurfacing (Nairn Drive to Oak Way)			\$ 132,920		
Murdoch Drive - Road resurfacing (Singleton Beach Road to Indiana Parade)			\$ 34,438		
Anstey Road - Road resurfacing (Warnbro Sound Avenue to Forty Road)			\$ 270,270		
Crystaluna Drive - Road resurfacing (Marlin Way to Mandurah Road)			\$ 218,208		
Talquin Lane - Road resurfacing (Lanier Way to Clarkshill Road)			\$ 17,759		

3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Churcher Road - Road Resurfacing (Stakehill Road to Cul-de-sac)			\$ 60,864		
Jamaican Road - Road resurfacing (St Lucia Close to Seabreeze Street)				\$ 38,400	
Yulbah Loop - Road resurfacing (Wandoo Drive West to Wandoo Drive East)				\$ 85,410	
Bancoura Parkway - Road resurfacing (Warnbro Sound Avenue to Palisades Boulevard)				\$ 268,649	
Seaside Link - Road resurfacing (Foreshore Drive to Dorado Street)				\$ 51,892	
Wister Bend - Road resurfacing (Blackshear Green to Texoma Link)				\$ 22,602	
Oneida Road - Road resurfacing (Oasis Drive to Warnbro Sound Avenue)				\$ 47,258	
Treetop Way - Road resurfacing (Oak Way north to Oak Way south)				\$ 128,994	
La Spezia Drive - Road resurfacing (Maratea Parade to Palamos Vista)				\$ 19,414	
Singleton Beach Road - Road resurfacing (Mandurah Road to Penson Street)				\$ 110,857	
Minderoo Crescent - Road resurfacing (Noreena Avenue to Boolardy Road)				\$ 69,838	
Seabrooke Avenue - Road resurfacing (Rae Road to Arkwell Avenue)				\$ 216,000	
Marlin Way - Road resurfacing (Karunjie Road to Crystaluna Drive)				\$ 12,912	
Penson Street - Road resurfacing (Singleton Beach Road to Island Way)				\$ 50,738	
Manor Approach - Road resurfacing (Oak Way to Cul-de-sac)				\$ 57,514	
Yate Court - Road Resurfacing (Yulbah Loop to Cul-de-sac)				\$ 24,180	
Ukich Place - Road Resurfacing (Stakehill Road to Cul-de-sac)				\$ 58,482	
Piombino View - Road Resurfacing (La Spezia Drive to Bianco Place)				\$ 26,162	
Boundary Road - Road resurfacing (Arcadia Drive to Second Avenue)				\$ 85,250	
Karnup Road - Road resurfacing (Baldivis Road to Kwinana Freeway)				\$ 257,400	
Rae Road - WB - Road resurfacing (Kitson Street to Read Street)				\$ 338,327	
Grampian Court - Road resurfacing (Woodbridge Drive to Cul-de-sac)				\$ 23,038	
Quindalup Court - Road resurfacing (Carvie Street to Cul-de-sac)				\$ 18,348	
Dixon Road - Road resurfacing (Ennis Avenue to Day Road)					\$ 399,568
Cavender Street - Road Resurfacing (Royce Street to Bight Reefs Road)					\$ 91,460
Beale Way - Road resurfacing (Carlston Road to Tesla Road)					\$ 123,244
Alicante Mews - Road resurfacing (La Spezia Drive to Bianco Place)					\$ 46,602
Karnup Road - Road resurfacing (Kwinana Freeway to Serpentine Road)					\$ 500,386
Clovelly Way - Road Resurfacing (Axminster Street to Knowle Way)					\$ 72,980
Canouan Loop - Road Resurfacing (Vila Do Porto Crescent to Vila Do Porto Crescent)					\$ 56,420
Portsea Place - Road Resurfacing (Sunningdale Circle to Cul-de-sac)					\$ 20,544
Flores Place - Road resurfacing (Mauritius Court to Cul-de-sac)					\$ 13,189
Glenelg Close - Road resurfacing (Manly Crescent to Cul-de-sac)					\$ 25,499
Crowley Street - Road resurfacing (Sunlight Drive to Paxton Way)					\$ 67,546
Bandol Gardens - Road resurfacing (Sao Vincente Parkway to Porto Novo Mews)					\$ 39,568
Fifth Avenue - Road resurfacing (Liverpool Street to Coventry Road)					\$ 90,565
Florence Street - Road resurfacing (Thorpe Street to Parkin Street)					\$ 28,136
Anguilla Court - Road resurfacing (Horta Lane to Lobos Mews)					\$ 48,360
Stockton Road - Road resurfacing (Sunlight Drive to Helmshore Way)					\$ 57,312
Lalor Court - Road resurfacing (Albatross Place to Cul-de-sac)					\$ 18,565
Heron Place - Road resurfacing (Albatross Place to Cul-de-sac)					\$ 18,565
Pye Place - Road resurfacing (McClure Street to Cul-de-sac)					\$ 16,418
Lobos Mews - Road resurfacing (Anguilla Court to Cul-de-sac)					\$ 22,198
Tarwarri Close - Road resurfacing (Darile Street to Cul-de-sac)					\$ 20,896
Capri Place - Road resurfacing (Tidefall Street to Cul-de-sac)					\$ 10,307
Talma Place - Road resurfacing (Saury Court to Cul-de-sac)					\$ 17,254
Oregon Place - Road resurfacing (Timberlane Loop to Cul-de-sac)					\$ 22,861
Sheoak Close - Road resurfacing (Tuart Drive to Cul-de-sac)					\$ 15,006
Moorine Court - Road resurfacing (Calume Street to Cul-de-sac)					\$ 17,838
Palamuna Court - Road resurfacing (Milina Street to Cul-de-sac)					\$ 17,696
Kullaroo Court - Road resurfacing (Milina Street to Cul-de-sac)					\$ 18,263



3.4 Roads and Transportation	2025/26	2026/27	2027/28	2028/29	2029/30
Sloan Street - Road resurfacing (Bell Street to Cul-de-sac)					\$ 32,044
Ebony Elbow - Road resurfacing (Parkland Drive to Cul-de-sac)					\$ 59,791
MRRG Road rehabilitation projects		\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000
<b>Grand Total</b>	<b>\$ 9,807,565</b>	<b>\$17,145,563</b>	<b>\$19,104,096</b>	<b>\$13,072,673</b>	<b>\$ 6,954,639</b>

<b>3.5 Marine Infrastructure</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>
Val Street Jetty - Cantilevered low level landing replacement	\$ 75,000	\$ 750,000			
Construction of coastal protection structure at Arcadia Drive east of Mersey Road		\$ -			
Point Peron Boat Facility - Wave mitigation infrastructure (Subject to funding)			\$ 100,000		
Coastal Protection and Erosion Mitigation			\$ 675,000	\$ 900,000	
Marine Infrastructure Management				\$ 990,000	
Hymus Street / Esplanade - Buried seawall for coastal protection					\$ 1,500,000
<b>Grand Total</b>	<b>\$ 75,000</b>	<b>\$ 750,000</b>	<b>\$ 775,000</b>	<b>\$ 1,890,000</b>	<b>\$ 1,500,000</b>

<b>3.6 Waste Millar Road Management - Major Expense Proposals (Excluding Plant)</b>										
<b>Project Works</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>2030/2031</b>	<b>2031/2032</b>	<b>2032/2033</b>	<b>2033/2034</b>	<b>2034/2035</b>
Cell Construction - Cell 19 onwards	3,100,000	1,500,000			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									
Cell Capping - Cell 19	0	0								
<b>Total Expenditure</b>	<b>4,600,000</b>	<b>4,693,000</b>	<b>0</b>	<b>0</b>	<b>3,489,077</b>	<b>3,593,750</b>	<b>0</b>	<b>0</b>	<b>3,926,987</b>	<b>4,044,797</b>

<b>3.7 Infrastructure under \$100K</b>					
<b>Project Works</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>
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)	0	500,000	500,000	500,000	500,000
Baldivis Indoor Sports Complex-Merrychef (From Team Plan Process)	30,000				
Mike Barnett Sports Complex-Internal painting courts 1-3 (From Team Plan Process)	50,000				
Mike Barnett Sports Complex-Score benches (From Team Plan Process)	10,000				
Rockingham Aquatic Centre-Club Room Flooring (From Team Plan Process)	10,000				
Rockingham Aquatic Centre-Aquatic wheelchair pool hoist (From Team Plan Process)	7,000				
Rockingham Aquatic Centre-Filtration pipework and valve replacement (From Team Plan Process)	20,000				
Warnbro Recreation Centre-WCRC Sports Court and Office space refurbishment. (From Team Plan Process)	200,000				
<b>Total Expenditure</b>	<b>412,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>





# 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
<b>Employee Leave</b>										
Opening Balance	6,992,983	7,263,057	7,503,489	7,751,880	8,008,494	7,500,000	7,501,406	7,749,729	8,006,272	7,500,000
Transfers FROM Reserve	0	0	0	0	(761,007)	(242,850)	0	0	(758,748)	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	252,513	244,256	248,322	256,543	252,477	248,276
Closing Balance	7,263,057	7,503,489	7,751,880	8,008,494	7,500,000	7,501,406	7,749,729	8,006,272	7,500,000	7,748,276
<b>Capital Works &amp; Purchases</b>										
Opening Balance	10,193,429	15,271,223	9,881,610	11,238,966	4,077,423	8,018,589	555,975	3,289,170	505,080	617,209
Transfers FROM Reserve	(404,622)	(5,799,157)		(7,410,928)		(7,602,228)		(2,845,868)		
Transfers TO Reserve	5,000,000		1,013,466		3,744,216		2,670,588		93,856	5,689,092
Interest-transfer TO Reserve	482,416	409,544	343,890	249,385	196,950	139,613	62,608	61,779	18,273	114,596
Closing Balance	15,271,223	9,881,610	11,238,966	4,077,423	8,018,589	555,975	3,289,170	505,080	617,209	6,420,897
<b>Waste &amp; Landfill Preservation</b>										
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
<b>Public Carpark Reserve - Cash in Lieu</b>										
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
<b>City Centre Carpark - Cash in Lieu</b>										
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
<b>City Centre Development</b>										
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
<b>Workers Compensation</b>										
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
<b>Ansty Park Shared Costs Reserve</b>										
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	<b>1,514,498</b>	<b>1,564,633</b>	<b>1,616,428</b>	<b>1,669,937</b>	<b>1,725,218</b>	<b>1,782,329</b>	<b>1,841,330</b>	<b>1,902,284</b>	<b>1,965,256</b>	<b>2,030,313</b>
<b>Legal Fees Reserve</b>										
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	<b>1,063,917</b>	<b>1,099,137</b>	<b>1,135,522</b>	<b>1,173,112</b>	<b>1,211,946</b>	<b>1,252,065</b>	<b>1,293,513</b>	<b>1,336,333</b>	<b>1,380,570</b>	<b>1,426,271</b>
<b>*Autumn Centre - Capital Upgrade</b>										
Opening Balance	3,992,088	3,793,742	564,707	14,132	14,600	15,083	0	0	0	0
Transfers FROM Reserve	(345,845)	(3,300,000)	(560,000)	0	0	(15,329)	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	246	0	0	0	0
Closing Balance	<b>3,793,742</b>	<b>564,707</b>	<b>14,132</b>	<b>14,600</b>	<b>15,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Active Aging Development Reserve</b>										
Opening Balance	14,679	15,246	15,751	16,272	16,811	17,367	0	0	0	0
Transfers FROM Reserve	0	0	0	0	0	(17,650)	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	283	0	0	0	0
Closing Balance	<b>15,246</b>	<b>15,751</b>	<b>16,272</b>	<b>16,811</b>	<b>17,367</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CHRMAP Reserve</b>										
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	<b>1,899,192</b>	<b>2,844,342</b>	<b>4,255,707</b>	<b>5,777,018</b>	<b>7,410,810</b>	<b>9,163,601</b>	<b>11,042,251</b>	<b>13,053,979</b>	<b>15,206,382</b>	<b>17,507,448</b>
<b>Developer Contributions Scheme</b>										
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	<b>4,512,346</b>	<b>3,341,354</b>	<b>1,465,991</b>	<b>497,968</b>	<b>4,374</b>	<b>4,519</b>	<b>4,668</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CLAG -Peel Mosquito Control</b>										
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	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



#### 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
<b>Administration and Community Buildings</b>										
Opening Balance	1,204,560	614,012	10	10	10	11	0	0	0	0
Transfers FROM Reserve	(625,000)	(624,000)	0	0	0	(11)	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	0	0	0	0	0
<b>Life Long Learning Reserve</b>										
Opening Balance	15,418	16,013	16,544	17,091	17,657	18,241	0	0	0	0
Transfers FROM Reserve		0	0	0	0	(18,538)	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	297	0	0	0	0
Closing Balance	16,013	16,544	17,091	17,657	18,241	0	0	0	0	0
<b>Investment Property Income</b>										
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
<b>Investment Property</b>										
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
<b>Aquajetty Stage 2</b>										
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
<b>TOTAL - ALL RESERVES</b>										
Opening Balance	76,999,718	84,277,476	67,268,535	69,406,826	64,657,566	70,889,545	66,846,720	73,483,905	74,803,136	78,466,161
Transfers FROM Reserves	(3,873,545)	(22,884,852)	(4,940,220)	(10,837,509)	(3,689,362)	(10,323,186)	(2,426,582)	(5,277,194)	(758,748)	0
Transfers TO Reserves	8,095,984	3,408,405	4,853,132	3,905,383	7,714,332	4,037,708	6,778,873	4,181,982	1,926,208	7,601,799
Interest-Transfer TO Reserve	3,055,319	2,467,506	2,225,379	2,182,867	2,207,009	2,242,653	2,284,895	2,414,443	2,495,565	2,723,323
Closing Balance	84,277,476	67,268,535	69,406,826	64,657,566	70,889,545	66,846,720	73,483,905	74,803,136	78,466,161	88,791,284

## 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		11,000,000									11,000,000
2028	Rockingham Foreshore Activity Node	10			3,400,000								3,400,000
2028	New Southern Depot	20			23,700,000								23,700,000
2029	East Baldivis Recreation Reserve (Shared Use)	10				8,000,000							8,000,000
2030	Rockingham Aquatic Centre	10					18,000,000						18,000,000
2030	Baldivis Outdoor Courts	10					1,200,000						1,200,000
2030	Secret Harbour Library	10					1,600,000						1,600,000
2032	Lark Hill Sportsplex Northern Expansion	10							12,000,000				12,000,000
	<b>Total Borrowed Amount</b>		<b>2,000,000</b>	<b>26,000,000</b>	<b>27,100,000</b>	<b>8,000,000</b>	<b>20,800,000</b>	<b>0</b>	<b>12,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,900,000</b>

### Loan Repayments

Start Year	New Loan Repayments - Principi and Interest	Loan Type	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Expiry Year
2026	Baldivis District Sporting Complex Stage 1	(P & I Loan)	950,342	950,342	950,342	950,342	950,342	950,342	950,342	950,342	950,342	950,342	2036
2026	Anniversary Park	(P & I Loan)		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)			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)			1,478,746	1,478,746	1,478,746	1,478,746	1,478,746	1,478,746	1,478,746	1,478,746	2037
2028	Rockingham Foreshore Activity Node	(P & I Loan)				457,067	457,067	457,067	457,067	457,067	457,067	457,067	2038
2028	New Southern Depot	(P & I Loan)				2,050,637	2,050,637	2,050,637	2,050,637	2,050,637	2,050,637	2,050,637	2048
2029	East Baldivis Recreation Reserve (Shared Use)	(P & I Loan)					1,075,451	1,075,451	1,075,451	1,075,451	1,075,451	1,075,451	2039
2030	Rockingham Aquatic Centre	(P & I Loan)						2,419,765	2,419,765	2,419,765	2,419,765	2,419,765	2040
2030	Baldivis Outdoor Courts	(P & I Loan)						161,318	161,318	161,318	161,318	161,318	2040
2030	Secret Harbour Library	(P & I Loan)						215,090	215,090	215,090	215,090	215,090	2040
2032	Lark Hill Sportsplex Northern Expansion	(P & I Loan)								1,613,177	1,613,177	1,613,177	2042
	<b>TOTAL NEW LOAN REPAYMENTS</b>		<b>950,342</b>	<b>1,219,205</b>	<b>4,714,422</b>	<b>7,222,125</b>	<b>8,297,577</b>	<b>11,093,750</b>	<b>11,093,750</b>	<b>12,706,927</b>	<b>12,706,927</b>	<b>12,706,928</b>	

Loan No	Existing Loan Repayments - Principal Only	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	Expiry Year
	<b>LAW, ORDER &amp; PUBLIC SAFETY</b>											
263	Dog Pound	63,407	68,212	73,381								2027
	<b>RECREATION &amp; CULTURE</b>											
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
	<b>TOTAL EXISTING LOAN REPAYMENTS</b>	<b>985,625</b>	<b>1,013,324</b>	<b>853,055</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL ANNUAL SELF SUPPORTING (SS) LOANS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL EXISTING LOAN REPAYMENTS LESS SS LOANS</b>	<b>985,625</b>	<b>1,013,324</b>	<b>853,055</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL ANNUAL BUDGET COSTS OF LOAN REPAYMENTS</b>	<b>1,935,967</b>	<b>2,232,529</b>	<b>5,567,477</b>	<b>7,222,125</b>	<b>8,297,577</b>	<b>11,093,750</b>	<b>11,093,750</b>	<b>12,706,927</b>	<b>12,706,927</b>	<b>12,706,928</b>	

(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
<b>DEBT SERVICING</b>										
Principle on Debt Outstanding	4,777,573	28,668,711	52,126,256	55,732,153	71,694,712	65,765,360	71,028,323	63,421,014	63,421,014	55,350,420
Net Loan Repayments	1,935,967	2,232,529	5,567,477	7,222,125	8,297,577	11,093,750	11,093,750	12,706,927	12,706,927	12,706,928
Net Loan payments as a percent of Available revenue (max 8%)	<b>1.07%</b>	<b>1.19%</b>	<b>2.81%</b>	<b>3.49%</b>	<b>3.92%</b>	<b>5.05%</b>	<b>4.80%</b>	<b>5.28%</b>	<b>5.11%</b>	<b>5.12%</b>
Debt Outstanding as percent of Available Revenue (max 45%)	<b>2.65%</b>	<b>15.30%</b>	<b>26.33%</b>	<b>26.93%</b>	<b>33.88%</b>	<b>29.96%</b>	<b>30.73%</b>	<b>26.35%</b>	<b>25.52%</b>	<b>22.29%</b>
Available Operating Revenue	180,584,684	187,398,337	197,981,548	206,963,461	211,611,654	219,535,712	231,112,479	240,654,785	248,557,825	248,277,464



# Fleet Replacement

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## 5.1 Replacement - Passenger Vehicles

Rego No	Plant No	Plant Description	Location	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
2003 RO	659299	Toyota Corolla Ascent Hatch	Coordinator Procurement Services					25,000					28,000
2005 RO	65239	Hyundai i30 Go Hatch	Youth Services					25,000					28,000
2007 RO	652500	Volkswagen Golf Wagon	Coordinator Community Capacity Building					25,000					28,000
2008 RO	65289	Toyota Corolla Ascent Hatch	Coordinator Community Facilities					25,000					28,000
2009 RO	652162	Toyota Corolla Ascent Hatch	Coordinator Strategic Planning		21,000				26,000				28,000
2010 RO	658144	Mazda 3 Q G20 Pure Hatch	Senior Building Surveyor		21,000				26,000				28,000
2014 RO	659099	Toyota Corolla Ascent Hatch	Construction Engineer / Project Manager					25,000					28,000
2021 RO	65740	Hyundai i30 Hatch	Building Asset Inspector					25,000					28,000
2020 RO	62132	Toyota Corolla Hatch	Maintenance Engineer	21,000			24,000			26,500			28,000
2025 RO	653144	Mazda 3 R G20 Pure Hatch	Coordinator Building Services				24,000				27,000		
2027 RO	65701	Mazda 3 Pure Hatch	CELT Building and Development Compliance	21,000				25,000				27,500	
2028 RO	65220	Hyundai i30 Hatch	Environmental Health Officer				24,000				27,000		
2029 RO	65304	Mazda 3D G20 Pure Hatch	Building and Development Compliance Officer				24,000					27,500	
2031 RO	65053	Mitsubishi Outlander LS AWD	Manager Library Services	24,000			26,000			28,000			30,000
2033 RO	65294	GWM Haval Ora Good Cat Hatch (EV)	Coordinator Smartwatch				27,000					29,000	
2034 RO	657899	Hyundai i30 Go Hatch	Senior Project Officer Planning and Development				24,000				27,000		
2036 RO	65274	Mitsubishi Outlander LS AWD	Manager Customer & Corporate Support		24,000			25,500			27,000		
2038 RO	654444	Toyota Corolla Ascent Hatch	Coordinator Residential Design				24,000					27,500	
2039 RO	65794	Toyota Corolla Hybrid Sedan	Coordinator Community Safety and Support Services				19,000					27,500	
2040 RO	69540	Volkswagen Golf Wagon	Coordinator RYC					25,000					28,000
2041 RO	65334	Toyota Corolla Ascent Hatch	Senior Environmental Health Officer			21,500			26,000			27,500	
2043 RO	65844	Toyota Corolla Ascent Hatch	Land and Development Infrastructure		22,000				25,000				27,000
2045 RO	65584	Toyota Corolla Hybrid Hatch	Senior Building Surveyor				24,000					27,000	
2046 RO	65570	Hyundai i30 Hatch	Senior Strategic Planning Officer	20,000					25,000				
2047 RO	650144	Toyota Corolla Hybrid Hatch	Project Officer				24,000					27,500	
2050 RO	65534	MG Excite 51 (EV)	Coordinator Building and Development Compliance					35,000					38,000
2054 RO	651444	Toyota Corolla Hybrid Sedan	Coordinator Cultural Development and the Arts				24,000					27,000	
2055 RO	65721	Toyota Corolla Ascent Hatch	Coordinator Building Maintenance	20,000				25,000				27,000	

## 5.1 Replacement - Passenger Vehicles

Rego No	Plant No	Plant Description	Location	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
2056 RO	62140	Mazda 3 Pure Hatch	Infrastructure Compliance Officer		21,000					23,000			
2057 RO	658544	MG Excite 64 (EV)	Property Asset Inspector					40,000					43,000
2061 RO	65344	Mazda 3 R G20 Pure Hatch	Asset Systems Management Officer					25,000					23,500
2062 RO	65354	Kia Cerato Hatch	Coordinator Projects				24,000					26,000	
2064 RO	65200	Mazda 3 Pure Hatch	Coordinator Statutory Planning	20,000				25,000				26,000	
2067 RO	654033	Toyota Corolla Sedan	Coordinator Infrastructure and Coastal Engineering			21,500					25,000		
2070 RO	658744	Toyota Corolla Hatch	Coordinator Prosecutions			21,500				23,000			
2080 RO	658800	Hyundai i30 Hatch	Senior Project Supervisor	20,000					23,000				
2083RO	65174	Mazda 3 G20 Pure Hatch	Coordinator Design Services			21,500				23,000			
2087RO	65620	Hyundai i30 Hatch	Electrical Asset Inspector					25,000					27,000
2088 RO	65364	Toyota Corolla Ascent Hatch	Environmental Health Officer		21,000					23,000			
2089 RO	653844	Mazda 3 G20 Pure Hatch	Parks Asset Inspector					25,000					27,000
2098 RO	65944	Mazda 3 G20 Pure Hatch	Asset Inspector				24,000					26,000	
2103 RO	654533	Toyota Corolla Hybrid Hatch	Smartwatch		24,500		25,500		26,000		27,000		28,000
2104 RO	65463	Toyota Corolla Hybrid Hatch	Smartwatch		24,500		25,500		26,000		27,000		28,000
2105 RO	65473	Toyota Corolla Hybrid Hatch	Smartwatch	24,000		25,000		25,500		26,500		27,000	
2106 RO	65483	Toyota Corolla Hybrid Hatch	Smartwatch		24,500		25,500		26,000		27,000		28,000
2107 RO	65493	Toyota Corolla Hybrid Hatch	Smartwatch	24,000		25,000		25,500		26,500		27,000	
2108 RO	65503	Toyota Corolla Hybrid Hatch	Smartwatch	24,000		25,000		25,500		26,500		27,000	
2035 RO	65184	Mazda 3 G20 Pure Hatch	CELT Rangers - Coordinator			22,500					25,000		
2016 RO	65984	Toyota Corolla Hybrid Hatch	Civil Designer - Roads				24,000					26,000	
2030 RO	657344	Toyota Corolla Hybrid Hatch	Building Systems Officer				24,000					26,000	
2091 RO	652644	Mazda 3 G20 Pure Hatch	Coordinator Land and Development				24,000					26,000	
2119RO	65024	BYD Dolphin (EV)	Team Leader Asset Support Services				27,000					28,000	
		Hybrid Hatch	Verge Compliance Officer			25,000			26,000			27,000	
Total Annual Cost				218,000	203,500	208,500	511,500	502,000	255,000	226,000	239,000	567,000	579,500

**5.2 Replacement - Light Commercial Vehicles**

Rego No.	Plant No.	Plant Description	Location	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
2023 RO	625844	Ford Ranger 4x2 Dual Cab Utility	Projects Technical Officer				\$30,000					\$32,000	
2115 RO	62912	Ford Ranger 4x2 Dual Cab Utility	Building Trades Supervisor		\$24,000					\$26,000			
2097 RO	62893	Ford Ranger 4x2 Dual Cab Utility	Engineering Resurfacing / Contracts Officer				\$30,000					\$33,000	
2013 RO	62989	Ford Ranger 4x2 Single Cab Utility with Trade Mate Body	Engineering Surveyor					\$28,000					\$30,000
RO 97	625344	Ford Ranger 4x2 Single Cab Chassis	Reticulation Officer			\$28,000					\$30,000		
RO 33	620099	Ford Ranger 4x2 Single Cab Utility	Metal Trades Officer					\$28,000					\$30,000
RO 20	62939	Ford Ranger 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer					\$28,000					\$46,000
RO 53	690133	Ford Ranger 4x4 Dual Cab Utility	CELT Chief Fire Control Officer			\$34,000					\$38,000		
RO 59	627899	Ford Ranger 4x4 Dual Cab Utility	Parks Bush Maintenance			\$30,000				\$32,000			
RO 6	62270	Ford Ranger 4x4 Dual Cab Utility	Deputy Fire Control Officer					\$26,000					\$44,000
RO 71	62241	Ford Ranger 4x4 Dual Cab Utility	CELT Fire Prevention Officer		\$32,000					\$40,000			
2112 RO	62362	Ford Ranger 4x4 Dual Cab Utility	Development Assessment Officer			\$30,000					\$34,000		
RO 74	62351	Ford Ranger 4x4 Dual Cab Utility with Tray Back	Bush Maintenance		\$30,000					\$34,000			
RO 64	620500	Ford Ranger 4x4 Single Cab Utility	Technical Services Road Maintenance					\$28,000					\$30,000
2090 RO	62330	Ford Ranger 4x4 Single Cab with Trade Mate Body	Painter					\$28,000					\$46,000
RO 62	625999	Ford Ranger Hi-Rider 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer					\$30,000					\$48,000
2084 RO	621793	Ford Ranger Pick up Dual Cab Utility with Canopy	Contract Compliance Officer			\$31,000				\$34,000			
RO 28	629744	Ford Ranger Super Cab Chassis XL Utility	Litter Crew				\$26,000					\$30,000	
RO 32	62869	Ford Transit SWB	Carpenter				\$27,000					\$32,000	
RO 7	62070	Ford Transit SWB Van	Carpenter					\$28,000					\$33,000
RO 46	620399	Ford Transit Van	Carpenter				\$27,000					\$32,000	
RO 44	62610	Holden Colorado 4x4 Dual Cab Utility	Conservation Officer					\$30,000					\$34,000
RO 84	62400	Holden Colorado 4x4 Single Cab with Tray Back	Passive Turf					\$30,000					\$34,000
2011 RO	62643	Isuzu Dmax 4x2 Dual Cab Utility	Tree Management Supervisor			\$35,000				\$37,000			
2024 RO	6279444	Isuzu Dmax 4x2 Dual Cab Utility	Coordinator Fleet and Depot				\$32,000					\$35,000	
2051 RO	62924	Isuzu Dmax 4x2 Dual Cab Utility	CELT Building and Development Compliance			\$31,000				\$33,000			
2059 RO	62711	Isuzu Dmax 4x2 Dual Cab Utility	CELT Building and Development Compliance	\$29,000				\$32,000					\$35,000
2092 RO	62040	Isuzu Dmax 4x2 Dual Cab Utility	Lark Hill Attendant	\$29,000					\$32,000				
2096 RO	62023	Isuzu Dmax 4x2 Dual Cab Utility	Fleet Management Supervisor			\$31,000					\$33,000		
RO 49	625499	Isuzu Dmax 4x2 Dual Cab Utility	Parks - Mowing Team					\$32,000					\$35,000

**5.2 Replacement - Light Commercial Vehicles**

Rego No.	Plant No.	Plant Description	Location	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
RO 81	626799	Isuzu Dmax 4x2 Dual Cab Utility	Parks					\$32,000					\$35,000
RO 87	62690	Isuzu Dmax 4x2 Dual Cab Utility	Parks					\$32,000					\$35,000
RO 88	62689	Isuzu Dmax 4x2 Dual Cab Utility	Parks					\$32,000					\$35,000
RO 23	628033	Isuzu Dmax 4x2 Dual Cab Utility	Turf Management Leading Hand			\$31,000					\$33,000		
2048 RO	62474	Isuzu Dmax 4x2 Dual Cab Utility	Coordinator Health and Wellbeing				\$31,500					\$34,000	
2037 RO	628233	Isuzu Dmax 4x2 Dual Cab Utility	Turf Coordinator			\$31,000					\$33,000		
RO 37	62494	Isuzu Dmax 4x2 Dual Cab Utility	Reticulation Supervisor				\$31,500					\$34,000	
2065 RO	62484	Isuzu Dmax 4x2 Dual Cab Utility	Tree Maintenance Leading Hand				\$31,500					\$34,000	
2012 RO	62463	Isuzu Dmax 4x2 Dual Cab Utility Canopy	Contract Management Supervisor		\$29,000				\$31,000				\$34,000
RO 75	629633	Isuzu Dmax 4x2 Dual Cab Utility Steel Tray	Parks				\$32,500					\$35,000	
RO 69	627499	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer					\$31,000					\$52,000
RO 73	626033	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer		\$31,000					\$52,000			
RO 85	62753	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer			\$49,000				\$31,000			\$52,000
2109 RO	62663	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	Painter			\$31,000					\$33,000		
RO 48	62883	Isuzu Dmax 4x2 Space Cab Utility	Playground Maintainer		\$29,000					\$37,000			
RO 39	62700	Isuzu Dmax 4x2 Utility with Tray Back	Parks - Mowing Team					\$29,000					\$31,000
RO 41	625133	Isuzu Dmax 4x2 Utility with Tray Back	Parks			\$28,000						\$30,000	
2019 RO	62323	Isuzu Dmax 4x4 Dual Cab Utility	LitterBusters			\$30,000				\$32,000			
2052 RO	656952	Isuzu Dmax 4x4 Dual Cab Utility	A/Senior Environmental	\$28,000				\$31,000				\$33,000	
2099 RO	629533	Isuzu Dmax 4x4 Dual Cab Utility	Ranger				\$30,000					\$33,000	
RO 16	627600	Isuzu Dmax 4x4 Dual Cab Utility	Landfill					\$31,000					\$33,500
RO 4	621644	Isuzu Dmax 4x4 Single Cab Utility	Workshop Supervisor					\$30,000					\$52,000
2079 RO	62263	Isuzu Dmax 4x4 Space Cab Utility with Pod	Ranger		\$28,000				\$49,000				\$28,000
2018 RO	62724	Isuzu Dmax 4x2 Crew Cab SX	Civil Engineering Maintenance				\$30,000					\$33,000	
RO 98	627344	Mazda BT 50 4x2 Dual Cab Utility	Parks - Mowing Team				\$32,000					\$34,000	
2069 RO	62154	Mazda BT50 4x2 Dual Cab Utility	Traffic Engineer			\$28,000					\$33,000		
2093 RO	629044	Mazda BT50 4x2 Dual Cab Utility	LitterBusters				\$32,000					\$34,000	
RO 38	6256444	Mazda BT50 4x2 Dual Cab Utility with Tray Back	Parks				\$32,000					\$34,000	
2015 RO	62344	Mazda BT50 4x4 Dual Cab Utility	CELT Building and Development Compliance				\$34,000					\$34,000	
2058 RO	62504	Mazda BT50 4x4 Dual Cab Utility	Coordinator Landfill Operations				\$34,000					\$34,000	

**5.2 Replacement - Light Commercial Vehicles**

Rego No.	Plant No.	Plant Description	Location	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
2117 RO	62654	Mazda BT50 4x2 Dual Cab XT	Parks Contracts Coordinator				\$32,000					\$34,000	
2017 RO	627122	Mitsubishi Triton 4x2 Dual Cab Utility	Turf Management Supervisor		\$28,000				\$30,000				\$32,000
2082 RO	62121	Mitsubishi Triton 4x2 Dual Cab Utility	Irrigation Supervisor	\$27,000				\$29,000				\$31,000	
RO 70	628499	Mitsubishi Triton 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer			\$46,000					\$34,000		
RO 72	625788	Mitsubishi Triton 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer		\$46,000				\$32,000				\$50,000
2006 RO	62061	Mitsubishi Triton 4x4 Dual Cab Utility	Civil Construction Supervisor	\$28,000				\$30,000				\$32,000	
2071 RO	62831	Mitsubishi Triton 4x4 Dual Cab Utility	Coordinator Waste Collection				\$29,500					\$32,000	
RO 45	62772	Mitsubishi Triton 4x4 Dual Cab Utility	Conservation Officer		\$28,500				\$30,500				
RO 66	62013	Mitsubishi Triton 4x4 Single Cab Utility	Landfill				\$31,500					\$34,000	
2068 RO	62322	Mitsubishi Triton 4x4 Space Cab Utility	CELT Rangers		\$30,500					\$33,000			
2072 RO	621844	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers				\$37,000					\$28,000	
2073 RO	62524	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers			\$36,000				\$26,000			
2074 RO	62204	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers			\$36,000				\$26,000			
2075 RO	62254	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers				\$37,000					\$28,000	
2076 RO	62231	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers	\$26,000				\$37,500				\$28,000	
2077 RO	6222222	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers		\$26,000				\$38,000				\$28,000
2078 RO	6221444	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers				\$37,000					\$28,000	
2085 RO	62192	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers		\$26,000				\$38,000				\$28,000
2094 RO	62312	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers		\$26,000				\$38,000				
2081 RO	62371	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers		\$26,000				\$38,000				\$28,000
2063 RO	62954	Mitsubishi Triton Dual Cab Pick Up 4x2 Utility	Infrastructure Project Officer				\$30,500					\$33,000	
2116 RO	62554	Mitsubishi Triton Dual Cab Utility	Supervisor Streetscapes				\$27,000					\$29,000	
RO 55	62393	Nissan Navara 4x2 Dual Cab Utility	Parks - Mower team			\$30,000					\$32,500		
2049 RO	62090	Nissan Navara 4x2 Dual Cab Utility	CELT Rangers - LPR Vehicle					\$31,000					\$33,500
RO 43	628172	Nissan Navara 4x2 Dual Cab Utility	Parks - Mowing Team			\$30,000					\$32,500		
RO 86	628522	Nissan Navara 4x2 Dual Cab Utility	Litter Crew			\$30,000					\$32,500		
2026 RO	62429	Nissan Navara 4x2 Dual Cab Utility	Coordinator Aqua Jetty					\$31,000					\$33,500
2044 RO	62419	Nissan Navara 4x4 Dual Cab Utility	Coastal Engineering Officer					\$32,000					\$34,500
2086 RO	620800	Nissan Navara 4x4 Dual Cab Utility	Subdivision Inspector					\$32,000					\$34,500
2095 RO	628772	Nissan Navara 4x4 Dual Cab Utility	Coordinator Parks Operations	\$34,000				\$36,000				\$38,000	



## 5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Location	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
2004 RO	62383	Nissan Navara 4x4 King Cab Pick Up Canopy	Team Leader Ranger Services			\$27,000				\$43,000			
2032 RO	695300	Toyota 10 seater Bus with Wheel Chair Access	Pool Vehicle	\$57,000					\$62,000				
2022 RO	69529	Toyota 12 seater Bus	Pool Vehicle	\$40,000				\$44,000					\$48,000
2113 RO	62430	Toyota Landcruiser	Bush Fire Mitigation	\$52,000					\$60,000				
2114 RO	62440	Toyota Landcruiser	Bush Fire Mitigation	\$52,000					\$60,000				
2060 RO	62293	Volkswagen Caddy	CELT Rangers - Pound			\$25,000					\$28,000		
RO 78	69550	Volkswagen Crafter Van	Neighbourhood Unite Van					\$36,000					\$38,000
2118 RO	62944	VW Crafter Van (specialised fit out - visitor van)	Economic Development and Tourism				\$48,000					\$50,000	
		4X2 Dual Cab Utility	Parks - Mowing Team	\$31,000					\$32,000				
Total Annual Cost				433,000	440,000	738,000	832,500	934,500	570,500	516,000	426,500	1,055,000	1,220,500

### 5.3 Replacement - Waste Collection Major Plant

Plant No	Rego No	Plant Description	Model	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	Volvo FE 300HP / Superior Pac			525,000				575,000			
61719	RO 1987	Rear Loader Rubbish Truck 15m3	Volvo FE 300HP / Superior Pac				465,000				500,000		
61729	RO 40	Side Loader Rubbish Truck	Volvo FE 300HP / Superior Pac				540,000				600,000		
617300	RO 56	Side Loader Rubbish Truck	Volvo FE 300HP Superior Pac			525,000				575,000			
61744	RO 24	Side Loader Rubbish Truck	Isuzu FVZ Side Loader/Superior Pac		510,000				560,000				630,000
617544	RO 18	Rear Loader Rubbish Truck 11m3	Isuzu FSR140/120-260 Auto MWB/Bucher Body			420,000					485,000		
617644	RO 93	Side Loader Rubbish Truck	Isuzu FVZ240 Side Loader/Superior Pac				540,000				600,000		
61770	RO 91	Side Loader Rubbish Truck	Volvo FE 300HP / Superior Pac			525,000				575,000			
61782	RO 65	Side Loader Rubbish Truck	Volvo FE 300HP / Superior Pac	500,000				555,000				625,000	
61792	RO 52	Side Loader Rubbish Truck	Volvo FE 300HP / Superior Pac	500,000				555,000				625,000	
61800	RO 90	Rear Loader Rubbish Truck 15m3	Volvo / Superior Pac				465,000				500,000		
618344	RO 21	Auto Tailgate Lift Truck	Hino 300S 921				130,000						
66230		High Pressure Cleaner	Jetwave CW200-21				9,200				11,200		
<b>Total Annual Cost</b>				<b>1,000,000</b>	<b>510,000</b>	<b>1,995,000</b>	<b>2,149,200</b>	<b>1,110,000</b>	<b>560,000</b>	<b>1,725,000</b>	<b>2,696,200</b>	<b>1,250,000</b>	<b>630,000</b>

## 5.4 Replacement - Landfill Major Plant

Plant No	Rego No	Plant Description	Model	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										
60303	1HUU 175	Yanmar Loader	V4-6						108,000				
603322		Sumitomo SH180LC6 Excavator	SH18LC6								255,000		
60359		Track Loader	Cat 963K		540,000				590,000				640,000
60372		Bomag Refuse Compactor	BC772RB-2			1,200,000					1,325,000		
60389		Bomag Refuse Compactor	BC772RB-2						1,275,000				
60424	1IEZ650	Cat Wheel Loader	920K							317,000			
604300	1HAP 342	Hitachi Loader	ZW250-5	285,000						330,000			
60460		Deutz / Stalker Pump	100APRCC			65,000							
60473		Sykes Skid Mounted Pump	4" Trash Pump					70,000					
60494		Sykes Skid Mounted Pump	CP 100i AR S27								84,000		
60509		Cardboard Compactor	S15100									160,000	
60528		Doosan Water Cart DA40	34,000 Litre	1,200,000	1,200,000			1,200,000		1,200,000			
61071	RO 26086	Isuzu Water Truck (Disposal)											
60532		Cummins Generator	GMS100CS-AU								58,000		
60584		Lighting Tower			40,000								
61006	1EYP 387	Hooklift 6 Wheel Truck	Volvo FE	200,000									
610111	RO 26074	Hooklift Truck 6 Wheel	Isuzu FVZ 1400							213,000			
618288	RO 31	Isuzu Crew Cab Service Truck	FRR 110/260			192,000							
64445		Skid Mounted Odour Unit							40,000				
Total Annual Cost				1,685,000	1,780,000	1,457,000	0	1,270,000	2,013,000	2,060,000	1,722,000	160,000	640,000

**5.5 REPLACEMENT - PARKS SERVICES MAJOR PLANT**

Plant No	Rego No	Plant Description	Model	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	Small Loader				231,000						
61029	RO 94	Hino FG Truck Rosmech sweeper	LitterBusters		341,000			360,000			380,000		
601200	RO 77	Hako Sweeper 1650 / Scrubber	LitterBusters			194,000			201,000			215,000	
60130	RO 11	Hako Sweeper 1650 / Scrubber	LitterBusters			194,000			201,000			215,000	
60144	RO 26034	Multihog Medium Sweeper CV350	LitterBusters			250,000				275,000			
60152	RO 10	Hino Road Sweeper	LitterBusters	375,000				395,000				415,000	
60181		Hot Cold Silenced Pressure Cleaner Unit	Clean Team	30,000					32,000				
60701	1TWM 024	Bandit Wood Chipper	Bandit 18XP		102,000					115,000			
60753		Wicket Roller	Mow Master WR660								50,000		
607577		Wicket Roller	Mow Master WR660			40,000							
60760	N/A	Turf Cricket Wicket Roller	Baldivis Sports Complex						45,000				
61060	RO 61	Isuzu Water Truck	FVR 165-300					200,000					
61151	RO 12	Fuso Canter 915 Dual Cab	LitterBusters			100,000						120,000	
61161	2101 RO	Fuso Canter 915 Dual Cab	LitterBusters			100,000						120,000	
61171	2102 RO	Fuso Canter 918 Dual Cab Crane	LitterBusters			105,000						130,000	
61181	2100 RO	Fuso Canter 918 Single Cab	LitterBusters			85,000						100,000	
61209	RO 79	Hino Two Way Tipper	Hino 717	120,000						130,000			
61219	RO 26	Hino Two Way Tipper	Hino 717	120,000						130,000			
61221	RO 35	Isuzu Two Way Tipper Dual Cab Truck	Baldivis Sports Complex			80,000						93,000	
61414	RO 95	Hino Two Way Tipper	300S Series 721 Single Cab					125,000					
61426	RO 42	Hino Tipper	GH1728							167,000			
61439	RO 47	Mitsubishi Fuso Fighter 1124	Fuso Fighter Tipper		144,000							163,000	
61459	RO 96	Hino Two Way Tipper	Hino 717	120,000						130,000			
61461	RO 30	Fuso Two Way Tipper	Fuso 815			122,000							135,000
61493	RO 5737	Isuzu Two Way Tipper	NPR 75-195					140,000					
61504	RO 22	Isuzu Two Way Tipper	NPR Tipper Truck 75-190					140,000					
61514	RO 76	Hino Two Way Tipper	300S Series 721 Single Cab					125,000					
61520	RO 17	Fuso 3 Tonne Two Way Tipper	Parks Horticulture		135,000						145,000		
61533	RO 13	Isuzu Two Way Tipper	Isuzu NPR75	54			123,000						135,000

5.5 REPLACEMENT - PARKS SERVICES MAJOR PLANT	
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**5.5 REPLACEMENT - PARKS SERVICES MAJOR PLANT**

Plant No	Rego No	Plant Description	Model	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
64114	RO 15240	Plant Trailer - Front toolbox, Actuated Tail lift	Mower Trailer									20,000	
64125	RO 8927	Tandem Platform Trailer	Cherry Picker Trailer					33,000					
64134	RO15257	Plant Trailer - Front toolbox, Actuated Tail lift	Mower Trailer									20,000	
641755	1TQC 553	Trailer VMS	Clean Team	55,000									
64230	1TUY 316	Plant Trailer	3 Tonne Mower Trailer					18,000					
64257	1TSE 419	Plant Trailer	Mower Trailer	17,000							19,000		
64269	RO 8967	Plant Trailer	Mower Trailer					18,000					
64274	RO 8751	Plant Trailer	Mower Trailer										21,000
64289	RO 8965	Plant Trailer	Mower Trailer				18,000						
64290	RO 8961	Plant Trailer	Mower Trailer							19,000			
64305	RO 8939	Plant Trailer	Mower Trailer								19,000		
64317	1TSH 259	Plant Trailer	Sweeper Trailer		14,000								
64327	RO 8963	Tandem Trailer	Box			7,200							
64337	RO 8882	Tandem Trailer	Box			7,200							
643955	1GYT 826	Hydralada	Maxi 540					50,000					
64345	RO 8938	Tandem Trailer	Litter Crew										12,000
64401	RO 8976	Trailer With Side Cabinets	Baldivis Sports Complex							16,400			
64413	RO 15258	Tandem Cage Trailer Litter Crew	Litter Crew									9,000	
64463	1TYR 113	Tandem Axle Trailer	Box									8,500	
645433	RO 8971	Tandem Trailer	Box									8,500	
645533	RO 8972	Tandem Trailer	Box									8,500	
645633	RO 8970	Tandem Trailer	Box									8,500	
645733	RO 8973	Tandem Trailer	Box									8,500	
64585	1TQV 538	Tandem Trailer (Disposal)											
64597		Croplands Spray Unit	Skid Mounted						18,000				
64600	RO 39	Rapid Skid Mount Spray Unit 360 Litre	Spray unit					14,500					15,500
64641		Scarifier	Trilo		14,500					16,000			
64610	1TUZ 243	Major Tri Deck Roller Mower	TDR 16000					93,000					96,000
646599		Aggrizzi Slasher	SA72	56			12,000						

5.5 REPLACEMENT - PARKS SERVICES MAJOR PLANT	
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Plant No	Rego No	Plant Description	Model	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
64667		Aggrizzi Slasher	SA72		11,300								
64676		Aggrizzi Slasher	SA72										16,000
64704	RO 15071	Pegasus Tri Deck	S3 Wide Area						80,000				
647800	1TVD 479	Panther Pro 1800	Sweeper Mower		27,000					31,000			
647888		Aggrizzi Slasher	100HP			15,000							
64795		Trimax Stealth	210 Finishing Mower										
64800		Smudge Board	Sand Leveler						10,000				
64818		Fertilizer Spreader	Kubota VS600				17,000						
64835	RO 15010	Custom Made Beach Cleaner	Barber Surf Rake 600HD						150,000				
64840		Major Greenbee 1.8m	Flail Mower		58,000								62,000
648599		Toro Procore 1298 Greens Aerator	Greens Aerator				50,000						
64930		Himac Auger Attachment						8,000					
661900	1TVO 537	Squat Pack Sprayer	400 Litre		6,500					7,500			
66581	1TWS 749	400Ltr Quickspray Trailer Unit			25,000					31,000			
666144		Mow Master Spray Unit	SP200					6,500					7,000
666244		Mow Master Spray Unit	SP200					6,500					7,000
67025		Ings Turf Cutter								12,000			
67032		Mow Master Mower	30" Reel Mower									8,000	
67047		Mow Master Mower	22" Reel Mower		6,600								
67075		Mow Master Reel Mower	30" Reel Mower		8,000								
670855		Mow Master Reel Mower	22" Reel Mower	6,600									
670911		Mow Master Reel Mower	22" Reel Mower		6,600					7,500			
67054		Verti Mower VMM30	Lark Hill					11,000					
67064		Mow Master Verti Cutter 30"	VMMH30										10,000
671211		Mow Master Reel Mower	30" Reel Mower		8,000					9,000			
671311		Mow Master Vertimower / Groomer	VMM30/2		7,500					9,200			
67518		Mow Master Reel Mower 30"	Reel Mower			7,500							
676003		Scarifier	Bluebird				5,000					5,800	
68430		Bell Fire Fighter Pod		57	21,000						22,000		

## 5.5 REPLACEMENT - PARKS SERVICES MAJOR PLANT

Plant No	Rego No	Plant Description	Model	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
68440		Bell Fire Fighter Pod			21,000						22,000		
81000		Fuel Tank and Pump 2000 litre	Lark Hill			9,000							
		Toro 4000D Rotary Gang Mower	Parks - Mowing	70,000					100,000				
		Plant Trailer - Mowing	Parks - Mowing	14,000					16,000				
Total Annual Cost				998,600	1,090,000	1,498,900	878,000	2,285,500	1,108,000	1,254,100	751,000	2,259,300	1,096,500

## 5.6 REPLACEMENT - TECHNICAL SERVICES 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
60006	2042 RO	Volvo Loader L60F	L60F	\$ 231,000	22/12/2016		240,000								
600633	1HWQ 525	JCB Backhoe	3CX Plus	\$ 200,300	22/05/2023						220,000				
60083	1HVI 717	CAT Skid Steer	226D3	\$ 75,000	21/03/2023						87,000				
61041	RO 8	Mercedes Jetting Vac Truck		\$ 466,000	12/04/2021				480,000						
610511	RO 100	Isuzu FSR700 Patching Truck	FSR700	\$ 270,000	12/10/2021					290,000					
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			190,000							210,000
61013	RO 29	Isuzu Service Truck	NPR 65/45-190	\$ 176,000	20/12/2018					190,000					
611211	RO 58	Fuso ConcreteTruck		\$ 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								245,000		
62103	RO 63	Isuzu NPR65-190 AMT	Crew Cab Light Truck	\$ 101,830	12/10/2023				110,000					120,000	
62639	RO 67	Iveco Daily Single Cab Light Truck		\$ 62,000	11/06/2019				70,000					80,000	
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			
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	716	\$ 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					
TBD		Electric Concrete Floor Grinder								8,500					
Total Annual Cost						17,100	258,000	437,000	666,000	532,100	358,500	368,400	245,000	479,000	216,800

**5.7 REPLACEMENT - MISCELLANEOUS MAJOR PLANT**

Plant No	Rego No	Plant Description	Model	Department	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	Fleet and Depot					40,000					
60090	RO 14	Front End Loader	Volvo L35G	Fleet and Depot				231,000						
60154		Generator PR Power	Depot Administration	Fleet and Depot			34,500							
60164		Generator PR Power	Depot Workshop	Fleet and Depot			34,500							
61479	RO 57	Truck 4x4 with Tray	Isuzu	Buidling Maintenance	115,000						125,000			
61488	RO 68	Truck 4x4 with Tray	Isuzu	Buidling Maintenance						115,000				
62116	RO 54	Truck with Tray	Isuzu NPRS 65/155	Buidling Maintenance			110,000						120,000	
64474	RO 8849	Trailer	Dog Trailer	CELT Rangers	20,000									
63707	1GKI 347	Can-am Commander	Commander ATV	CELT Rangers			25,500							
64487	RO 8964	ATV Trailer		CELT Rangers						13,000				
64718	1TTF 220	CCTV Trailer	Viviotek	Customer and Corporate Support				85,000						
64728	1TTF 221	CCTV Trailer	Axis	Customer and Corporate Support				85,000						
64739	1TUI 819	CCTV Trailer		Customer and Corporate Support					74,000					
66154		Pool Cleaner	Dolphin Pro	Aqua Jetty				12,500						
66184		Pool Cleaner	Wave 300 Aquatic Centre	Aquatic Centre					17,500					
66281		Pressure Cleaner (Original Second Hand)		Operations and Fleet Services	12,000									
663811		Airless spray pump	Graco Gmax 7900	Buidling Maintenance		10,500					12,000			
663544		PR Power Generator	GMS180CS-AU	Mike Barnett										
66423		Airless spray pump	Graco Gmax 7900	Building Maintenance		13,500				15,000				16,500
66754		Pool Cleaner	Dolphin ProX/2 100 Wave	Aquatic Centre								8,000		
679400		Gas Detector		Operations and Fleet Services					15,000					16,000
681100		Air Compressor	AMT55	Fleet and Depot						9,000				
66302		Pressure Cleaner Hot/Cold		Operations and Fleet Services			6,500					7,000		
69959		Dunlite Generator SES	22 KVA	CELT Emergency Liason					19,700					
<b>Total Annual Cost</b>					<b>147,000</b>	<b>24,000</b>	<b>211,000</b>	<b>413,500</b>	<b>166,200</b>	<b>152,000</b>	<b>137,000</b>	<b>15,000</b>	<b>120,000</b>	<b>32,500</b>



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# Team Plans



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## 6.1 Team Plans - Proposed Staff

Teams	Proposed Staff Position Title	FTE	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Asset Services - Directorate and Support	Trainee YEP - Cadet	1.00	80,559	0	0	0	0
Asset Services - Directorate and Support	Trainee YEP - Indoor	2.00	0	0	0	0	0
Asset Services - Directorate and Support	Trainee YEP - Outdoor	5.00	0	0	0	0	0
Asset Services - Directorate and Support	Contract Officer	1.00	0	96,458	0	0	0
Asset Services - Directorate and Support	Trainee YEP - Indoor	2.00	0	0	0	0	0
Asset Services - Directorate and Support	Trainee YEP - Outdoor	5.00	0	0	0	0	0
Asset Services - Directorate and Support	Business Analyst	1.00	0	0	94,730	0	0
Asset Services - Directorate and Support	Trainee YEP - Indoor	2.00	0	0	0	0	0
Asset Services - Directorate and Support	Trainee YEP - Outdoor	5.00	0	0	0	0	0
Asset Services - Directorate and Support	Technical Support Officer	1.00	0	0	0	98,519	0
Autumn Centre	Assistant Cook	0.10	6,387	0	0	0	0
Building Services	Residential Design Officer	0.40	38,130	0	0	0	0
Building Services	Building Compliance Officer	1.00	0	91,087	0	0	0
Building Services	Building Surveyor	1.00	0	0	0	107,226	0
Community Safety Services	Project Officer CCTV	1.00	95,324	0	0	0	0
Compliance & Emergency Liaison - Management and Support	Building and Development Compliance Officer	1.00	0	0	87,132	0	0
Customer Services and Records	Customer Service Officer	1.00	72,258	0	0	0	0
Economic Development & Tourism - Management & Supp	Economic Development Officer	1.00	87,584	0	0	0	0
Health Services	Environmental Health Officer	1.00	0	99,137	0	0	0
Health Services	Environmental Health Technician	1.00	0	83,781	0	0	0
ICT Team	Coordinator GIS Services	1.00	103,920	0	0	0	0
ICT Team	Graduate Cyber Security Officer	1.00	87,584	0	0	0	0
Infrastructure Project Delivery Management and Support	Project Officer - Civil	1.00	95,324	0	0	0	0
Marketing & Communications	Strategic Projects Officer	0.80	83,136	0	0	0	0
Operations and Fleet	Parks Assets Inspector	1.00	92,748	0	0	0	0
Operations and Fleet	Security Technical Officer	1.00	92,748	0	0	0	0
Operations and Fleet	Senior Building Operations Officer	1.00	98,978	0	0	0	0
Operations and Fleet	Building Trades Supervisor	1.00	0	113,704	0	0	0
Operations and Fleet	Playground Maintainer	1.00	0	77,053	0	0	0
Operations and Fleet	Building Maintenance Officer	1.00	0	0	98,052	0	0
Operations and Fleet	Fleet Planner	1.00	0	0	94,730	0	0
Operations and Fleet	Building Operations Supervisor	1.00	0	0	0	107,226	0
Operations and Fleet	Building Systems Officer	1.00	0	0	0	101,974	0
Operations and Fleet	Carpenter	1.00	0	0	0	102,506	0
Operations and Fleet	Mechanic	1.00	0	0	0	112,745	0
Operations and Fleet	Metal Trades Officer	1.00	0	0	0	102,506	0
Operations and Fleet	Security Technical Officer	1.00	0	0	0	104,329	0
Operations and Fleet	BSO - Building Maintenance	1.00	0	0	0	0	84,531
Operations and Fleet	Coordinator Building operations	1.00	0	0	0	0	130,946
Operations and Fleet - Management and Support	BSO - Operations and Fleet	1.00	0	0	0	81,280	0
Parks Services	Horticulturalist - High Profile	1.00	74,089	0	0	0	0
Parks Services	Irrigation Field Technician	1.00	74,089	0	0	0	0
Parks Services	Natural Area Technical Officer	0.50	43,792	0	0	0	0
Parks Services	Reserve Maintainer - Bushfire Mitigation	2.00	145,984	0	0	0	0
Parks Services	Environmental Maintainer	1.00	0	74,083	0	0	0
Parks Services	Environmental Maintainer - Team Leader	1.00	0	77,053	0	0	0
Parks Services	Horticultural Supervisor	1.00	0	99,137	0	0	0
Parks Services	Horticulturalist	1.00	0	77,053	0	0	0
Parks Services	Parks Project Officer	1.00	0	106,623	0	0	0
Parks Services	Tree Maintainer	2.00	0	151,823	0	0	0
Parks Services	Reserve Attendant (Passive Areas)	1.00	0	0	77,046	0	0
Parks Services	Reserve Maintainer	1.00	0	0	77,046	0	0
Parks Services	Streetscape Reserve Attendant	1.00	0	0	77,046	0	0

Parks Services	Streetscape Turf Maintainer	1.00	0	0	78,948	0	0
Parks Services	Turf Maintainer - sports and high profile areas	1.00	0	0	83,936	0	0
Parks Services	Turf Maintainer (Passive Areas)	1.00	0	0	78,948	0	0
Parks Services	Urban Forestry Officer	1.00	0	0	0	98,519	0
Planning & Development - Directorate & Support	Project Officer	1.00	0	0	103,102	0	0
Ranger Services	Ranger	1.00	0	0	99,315	0	0
Safety Bay Library	Librarian - Children and Youth	0.16	13,226	0	0	0	0
Statutory Planning	Heritage Officer	1.00	0	99,137	0	0	0
Statutory Planning	Planning Officer	1.00	0	0	0	107,226	0
Strategic Asset Management	Coordinator Asset Information	1.00	0	116,411	0	0	0
Strategic Asset Management	Public Asset Inspector	1.00	0	0	94,730	0	0
Strategic Asset Management	Team Leader Asset Data Management	1.00	0	0	103,102	0	0
Strategic Asset Management	Public Asset Inspector	1.00	0	0	0	0	102,460
Strategic Planning	Sus & Env Projects Officer	1.00	87,584	0	0	0	0
Strategic Planning	Project Officer - DCP	0.50	0	45,544	0	0	0
Strategic Planning	Environmental Planning Officer	1.00	0	0	103,102	0	0
Strategic Planning	Strategic Planning Officer	1.00	0	0	103,102	0	0
<b>Total</b>		<b>83.46</b>	<b>1,473,444</b>	<b>1,408,084</b>	<b>1,454,067</b>	<b>1,124,056</b>	<b>317,937</b>

## 6.2 Team Plans - Operating Project List

Team Name	Project	2025/2026	2026/2027	2027/2028
Corporate Services - Director and Support	Special Projects	20,000	0	0
Customer and Corporate Support	Business systems - Automation Records Management Processes	50,000	0	0
Customer and Corporate Support	Business systems - Data Deduplication Project	50,000	0	0
Customer and Corporate Support	Business systems - ICT Project - TBC	100,000	100,000	100,000
Customer and Corporate Support	Business systems - Intranet Review and Update	150,000	0	0
Customer and Corporate Support	Business systems - Online Rostering Solution	40,000	0	0
Customer and Corporate Support	ICT Projects - Audio Visual Equipment (Admin)	80,000	82,400	84,872
Customer and Corporate Support	ICT Projects - Invoice Scanning project	160,000	164,800	169,744
Customer and Corporate Support	ICT Projects - Learning Management System (Replacement)	100,000	0	0
Customer and Corporate Support	ICT Projects - Office 365 Implementation	40,000	41,200	42,436
Customer and Corporate Support	ICT Projects - Server OS Upgrade	50,000	51,500	53,045
Community Development - Director and Support	Special Projects	100,000	100,000	100,000
Community Infrastructure Planning	Safety Bay Foreshore Master Plan	100,000	0	0
Community Infrastructure Planning	Reserve and Open Space Master Plans	100,000	100,000	100,000
Community Infrastructure Planning	Lark Hill Northern Expansion- Environment Master Plan	75,000	0	0
Community Infrastructure Planning	Rockingham Foreshore Activity Node Design Master Plan	100,000	0	0
Economic Development and Tourism	Destination and Tourism Product Development	30,000	40,000	40,000
Economic Development and Tourism	Digital Platform Development (tourism)	75,000	0	0
Economic Development and Tourism	Mobile Visitor Service Unit	30,000	30,900	31,827
Economic Development and Tourism	Visitor Servicing	15,000	15,450	15,914
Community Capacity Building	CCB - Seniors Strategy	10,000	2,000	2,000
Community Capacity Building	CCB - Review/Development of Recon Action Plan	60,000	0	0
Community Capacity Building	CCB - DAIP - Changing Place	30,000	0	0
Community Capacity Building	Recreation and Wellbeing - Strategy for Early Years, Children and You	0	10,000	0
Community Capacity Building	Recreation and Wellbeing - Health and Wellbeing Strategy	0	10,000	0
Community Safety and Support Services	Crisis/Supported Accommodation	80,000	82,400	84,872
Community Safety and Support Services	Community Services Mapping	0	0	100,000
Community Safety and Support Services	Assertive Outreach	200,000	0	0
Community Safety and Support Services	Community Hub Feasibility Study	100,000	0	0
Asset Services - Director and Support	Ops Facility (Second Depot) Masterplan	0	100,000	100,000
Asset Services - Director and Support	Baldivis Bushfire Mitigation	85,000	0	0
Asset Services - Director and Support	Warnbro Dunes Foreshore Bushfire Risk Review	55,000	0	0
Asset Services - Director and Support	Underground Power Project	10,000	0	0
Asset Services - Director and Support	Electric Vehicle (EV) Charging Pilot program	15,000	0	0
Asset Services - Director and Support	Waterwise Verge Incentive	40,000	0	0
Asset Services - Director and Support	East Rockingham Pioneer Cemetery Management Plan Projects	80,000	80,000	80,000



Strategic Asset Management	Asset Data Improvement Project	50,000	0	0
Strategic Asset Management	Road Reserve Condition Audit	35,000	0	0
Technical Services	Read Street and Warnbro Sound Avenue Corridor Study	70,000	30,000	0
Planning and Development - Director and Support	Strategic Metro Centre Parking Strategy	30,000	10,000	10,000
Planning and Development - Director and Support	Baldivis Activity Centre	20,000	0	0
Planning and Development - Director and Support	Foreshore Masterplans	50,000	50,000	0
Strategic Planning and Environment	Communities Environment Program Projects	32,000	32,960	33,949
Strategic Planning and Environment	Greening Plan Review	0	45,000	0
Strategic Planning and Environment	Karnup District Structure Plan	100,000	0	0
Governance and Councillor Support	Agenda and Minutes Software	70,000	0	0
Strategy, Marketing and Communications	Benchmarking	15,000	15,450	15,914
Strategy, Marketing and Communications	Project Management Framework Online Integration	5,000	5,150	5,305
	<b>Total Cost Per Annum</b>	<b>2,707,000</b>	<b>1,199,210</b>	<b>1,169,878</b>

# Team Plan Overview

# Our Strategic Framework

Teams Plans are a critical element of our Integrated Planning Framework.

## Our Strategic Framework



# City of Rockingham

## Financial Overview 2025/2026

Directorate	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Directorate Operating Total (\$)
Asset Services	2,264,763	(67,429,095)	<b>(65,164,332)</b>
Community Development	9,138,852	(29,231,609)	<b>(20,092,757)</b>
Corporate Services	46,710,741	(32,650,558)	<b>14,060,183</b>
General Management and Legal Services	357,866	(9,875,991)	<b>(9,518,125)</b>
Planning and Development Services	5,496,750	(18,089,659)	<b>(12,592,909)</b>
<b>Total (excluding Landfill)</b>	<b>63,968,972</b>	<b>(157,276,912)</b>	<b>(93,307,940)</b>
Landfill	11,390,000	(13,121,977)	<b>(1,731,977)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>75,358,972</b>	<b>(170,398,889)</b>	<b>(95,039,917)</b>

# City of Rockingham

## Proposed FTE by Year

Directorate	Current FTE	Proposed FTE - 5 Years				
		2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Asset Services	265.88	16.50	18.00	18.00	9.00	3.00
Community Development	179.93	2.26	0.00	0.00	0.00	0.00
Corporate Services	90.02	3.00	0.00	0.00	0.00	0.00
Planning and Development Services	139.56	1.40	4.50	5.00	2.00	0.00
General Management and Legal Services	42.44	0.80	0.00	0.00	0.00	0.00
<b>Total (excluding landfill)</b>	<b>717.83</b>	<b>23.96</b>	<b>22.50</b>	<b>23.00</b>	<b>11.00</b>	<b>3.00</b>
Landfill Services	35.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>752.83</b>	<b>23.96</b>	<b>22.50</b>	<b>23.00</b>	<b>11.00</b>	<b>3.00</b>

# Corporate Services Overview



# Corporate Services

## Financial Overview 2024/2025

Department	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Corporate Services	795,000	(1,773,741)	(978,741)
Customer and Corporate Support	2,220	(10,840,674)	(10,838,454)
Financial Services	16,444,321	(5,661,338)	10,782,983
Waste Services	29,469,200	(14,374,805)	15,094,395
<b>Total (excluding Landfill)</b>	<b>46,710,741</b>	<b>(32,650,558)</b>	<b>14,060,183</b>
Landfill	11,390,000	(13,121,977)	<b>(1,731,977)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>58,100,741</b>	<b>(45,772,535)</b>	<b>12,328,206</b>

# Corporate Services - Five Year Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	41,224,220	42,460,946	43,734,773	45,046,816	46,398,221
Interest income from all sources	8,007,175	8,247,390	8,494,812	8,749,656	9,012,145
Operating grants, subsidies and contributions	6,599,146	6,797,120	7,001,034	7,211,065	7,427,397
Other revenue	1,270,200	1,293,240	1,316,970	1,341,414	1,366,591
Rates (interim)	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509
<b>Income Total</b>	<b>58,100,741</b>	<b>59,828,696</b>	<b>61,608,489</b>	<b>63,441,678</b>	<b>65,329,863</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(15,397,960)	(15,980,472)	(16,585,282)	(17,213,253)	(17,865,294)
Finance Costs	(523,845)	(539,560)	(555,747)	(572,420)	(589,592)
Insurance Expense (Ex Workers Comp)	(1,519,265)	(1,564,843)	(1,611,788)	(1,660,142)	(1,709,946)
Materials and contracts	(20,758,967)	(20,717,582)	(21,336,201)	(21,973,400)	(22,629,749)
Other expenditure	(7,572,498)	(7,644,018)	(7,898,675)	(7,903,470)	(7,908,410)
<b>Expenditure Total</b>	<b>(45,772,535)</b>	<b>(46,446,475)</b>	<b>(47,987,693)</b>	<b>(49,322,685)</b>	<b>(50,702,991)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>12,328,206</b>	<b>13,382,221</b>	<b>13,620,796</b>	<b>14,118,993</b>	<b>14,626,872</b>

# Corporate Services

## Current and Proposed FTE

Department	Current FTE	Proposed Staff FTE: 5 Years				
		2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Corporate Services - Directorate and Support	2.5	-	-	-	-	-
Leasing/City Properties	4	-	-	-	-	-
Procurement Services	3	-	-	-	-	-
Development Contribution Scheme	1	-	-	-	-	-
Customer Services and Records	21.52	1.00	-	-	-	-
ICT Team	20.5	2.00	-	-	-	-
Finance	18	-	-	-	-	-
Waste Collection Services	19.5	-	-	-	-	-
<b>Total</b>	<b>90.02</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Landfill	35	-	-	-	-	-

# Corporate Services Directorate and Support

# Corporate Services Directorate and Support

## Top achievements of the past year:

- recycling and Food Organics and Garden Organics (FOGO) waste service contractor, Veolia Environmental Services (Australia) Pty Ltd, appointed in preparation of FOGO being introduced this year
- successfully delivered a total of 94 tenders and formal quotes on behalf of the City of Rockingham teams
- successfully entered into five new Lease Agreements in 2024 with a further 10 Agreements currently in progress.

# Corporate Services Directorate and Support

## Key Strategic Objectives for the next three years:

- the Director oversees the functions within Corporate Services. Highlights are included in departmental team plans. As well as this, the Director's team aims to deliver:
  - a best practice level of procurement and contract management services
  - a best practice approach to community leasing and property management.



# Corporate Services Directorate and Support Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	765,000	787,950	811,588	835,936	861,014
Other revenue	30,000	30,900	31,826	32,782	33,766
<b>Income Total</b>	<b>795,000</b>	<b>818,850</b>	<b>843,414</b>	<b>868,718</b>	<b>894,780</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(1,365,774)	(1,420,400)	(1,477,217)	(1,536,305)	(1,597,755)
Materials and contracts	(307,467)	(66,046)	(68,687)	(71,435)	(74,292)
Other expenditure	(100,500)	(520)	(541)	(562)	(585)
<b>Expenditure Total</b>	<b>(1,773,741)</b>	<b>(1,486,966)</b>	<b>(1,546,445)</b>	<b>(1,608,302)</b>	<b>(1,672,632)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(978,741)</b>	<b>(668,116)</b>	<b>(703,031)</b>	<b>(739,584)</b>	<b>(777,852)</b>

Current FTE: 10.50



# Corporate Services Directorate and Support Major Projects

Project	2025/2026	2026/2027	2027/2028
Special Projects	20,000	0	0
<b>Total Major Operating Projects</b>	<b>20,000</b>	<b>0</b>	<b>0</b>

# Waste Collection and Landfill Services

# Waste Collection Services

## Top achievements of the past year:

- the rubbish collection and recycling services continues to be one of the best performing City services in the annual Resident Perception Survey
- it is also one of the most used services provided by the City with:
  - 57,129 services provided to residential and commercial properties
  - 1099 street/park bins across the City (including 419 with dog bags)
- in 2023/2024 the kerbside waste collection service emptied:
  - 3 million general waste (red lid) bins - (In-house)
  - 1.2 million recycle (yellow lid) bins – (Contract)
  - 671,283 green waste (green lid) bins – (Contract)
- in 2023/2024 a total of 58,630 tonnes of waste was collected through the residential kerbside and bulk verge collections with 23,386 tonnes recycled (41%).

# Waste Collection Services

## Key Strategic Objectives for the next three years:

- implementation of FOGO waste collection services from June 2025.

# Waste Collection Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	29,469,200	30,353,276	31,263,874	32,201,790	33,167,845
<b>Income Total</b>	<b>29,469,200</b>	<b>30,353,276</b>	<b>31,263,874</b>	<b>32,201,790</b>	<b>33,167,845</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(2,036,455)	(2,117,812)	(2,202,419)	(2,290,404)	(2,381,913)
Materials and contracts	(12,338,350)	(12,708,501)	(13,089,756)	(13,482,446)	(13,886,922)
<b>Expenditure Total</b>	<b>(14,374,805)</b>	<b>(14,826,313)</b>	<b>(15,292,175)</b>	<b>(15,772,850)</b>	<b>(16,268,835)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>15,094,395</b>	<b>15,526,963</b>	<b>15,971,699</b>	<b>16,428,940</b>	<b>16,899,010</b>

Waste Collection Services  
Current FTE: 19.50





# Landfill Services

## Top achievements of the past year:

- preparation of the MRLF redevelopment plan
- in 2023/2024 the MRLF received 179,912 tonnes of waste including:
  - 88,167 tonnes of putrescible waste
  - 46,898 tonnes of clean fill
  - 27,841 tonnes of contaminated solid wastes
- the MRLF recycled 7,805 tonnes of waste including:
  - 3,617 tonnes of green waste
  - 2,620 tonnes of concrete
  - 953.2 tonnes of scrap metal
  - 303.8 tonnes of mattresses.

# Landfill Services

## Key Strategic Objectives for the next three years:

- implementation of the MRLF redevelopment plan
- increase the diversion of recyclable materials from landfill
- manage the impact on the MRLF of the increasing waste levy, FOGO and the waste to energy facilities.

# Landfill Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	10,590,000	10,907,700	11,234,931	11,571,979	11,919,138
Other revenue	800,000	809,000	818,270	827,818	837,653
<b>Income Total</b>	<b>11,390,000</b>	<b>11,716,700</b>	<b>12,053,201</b>	<b>12,399,797</b>	<b>12,756,791</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(3,815,427)	(3,967,849)	(4,126,358)	(4,291,202)	(4,462,636)
Materials and contracts	(1,984,550)	(2,044,087)	(2,105,409)	(2,168,570)	(2,233,628)
Other expenditure	(7,322,000)	(7,489,000)	(7,739,000)	(7,739,000)	(7,739,000)
<b>Expenditure Total</b>	<b>(13,121,977)</b>	<b>(13,500,936)</b>	<b>(13,970,767)</b>	<b>(14,198,772)</b>	<b>(14,435,264)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(1,731,977)</b>	<b>(1,784,236)</b>	<b>(1,917,566)</b>	<b>(1,798,975)</b>	<b>(1,678,473)</b>

Landfill Services  
Current FTE: 35.00



# Financial Services

# Financial Services

## Top achievements of the past year:

- successful 2023/2024 financial audit completed in November 2024 – unqualified audit opinion with no single findings in the management letter and being recognised as one of the best practice entities for the year ending 2022-23
- continuous reduction of overdue rates through engagement and negotiation with the ratepayers at the debt recovery stage while also providing assistance for ratepayers experiencing financial hardship (2021: \$5.9m, 2022: \$4.4m, 2023: \$4.1m, 2024: \$3.9m)
- the financial position of the City remained strong and successfully mitigated financial fraud risk
- completion of the new chart of accounts project.

# Financial Services

## Key Strategic Objectives for the next three years:

- continued focus on providing management accounting services to internal customers
- financial risk management through strong internal controls and continuous improvement of current processes and procedures
- implementation of Procure-To-Pay to improve the purchasing and payment of goods and services.



# Financial Services - Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	400,000	412,000	424,360	437,091	450,204
Interest income from all sources	8,007,175	8,247,390	8,494,812	8,749,656	9,012,145
Operating grants, subsidies and contributions	6,599,146	6,797,120	7,001,034	7,211,065	7,427,397
Other revenue	438,000	451,140	464,674	478,614	492,972
Rates (interim)	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509
<b>Income Total</b>	<b>16,444,321</b>	<b>16,937,650</b>	<b>17,445,780</b>	<b>17,969,153</b>	<b>18,508,227</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(3,478,230)	(3,585,263)	(3,695,614)	(3,809,385)	(3,926,689)
Finance costs	(523,845)	(539,560)	(555,747)	(572,420)	(589,592)
Insurance expense (Ex Workers Comp)	(1,519,265)	(1,564,843)	(1,611,788)	(1,660,142)	(1,709,946)
Other expenditure	(139,998)	(144,198)	(148,525)	(152,980)	(157,570)
<b>Expenditure Total</b>	<b>(5,661,338)</b>	<b>(5,833,864)</b>	<b>(6,011,674)</b>	<b>(6,194,927)</b>	<b>(6,383,797)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>10,782,983</b>	<b>11,103,786</b>	<b>11,434,106</b>	<b>11,774,226</b>	<b>12,124,430</b>

Current FTE: 18.00



# Customer and Corporate Support

# Customer and Corporate Support

## Top achievements of the past year:

- Customer and Records Services
  - first Call Resolution – Service Level 80% - Achieved – 83% (93,304 calls)
  - incoming correspondence – 50,107 (3.3% increase)
  - Customer Request Management (CRMs) – 128,637 (7.2% increase)
  - incoming emails – 1,334,990 (15% increase)
- Information Community Technology
  - system uptime

Authority	Email	CM	Internet	Intramaps	Network	Other	Phone
99.6%	100%	100%	100%	99.8%	99.2%	99.9%	100%

- implementation of Microsoft 365
- improved the City's cyber security posture.

# ICT Context



## 29 Connected Sites

- Administration Centre
- 4 x Public Libraries
- Operations/Works Depot
- 5 x Sport/Leisure
- Landfill
- Disaster Recovery Site
- Baldivis Sports Complex



690+ PCs,  
Laptops and Tablets

110+ Public PCs, Laptops and  
Tablets



300+ CCTV  
Cameras

- Internal
- External (Mobile)
- External (Stationary)
- Vehicle



Private Fibre Network and  
IP Services

55+ Wi-Fi Access Points



330+ Smart  
Phones

# Customer and Corporate Support

## Key Strategic Objectives for the next three years:

- major network upgrade
- new ICT Plan 2025 - 2030
- upgrade Standard Operating Environment (SOE)
- replacement telephone system
- digital first/paper light focus
- artificial intelligence in the workplace.

# Customer and Corporate Support Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	20	20	20	20	20
Other revenue	2,200	2,200	2,200	2,200	2,200
<b>Income Total</b>	<b>2,220</b>	<b>2,220</b>	<b>2,220</b>	<b>2,220</b>	<b>2,220</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(4,702,074)	(4,889,148)	(5,083,674)	(5,285,957)	(5,496,301)
Materials and contracts	(6,128,600)	(5,898,948)	(6,072,349)	(6,250,949)	(6,434,907)
Other expenditure	(10,000)	(10,300)	(10,609)	(10,928)	(11,255)
<b>Expenditure Total</b>	<b>(10,840,674)</b>	<b>(10,798,396)</b>	<b>(11,166,632)</b>	<b>(11,547,834)</b>	<b>(11,942,463)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(10,838,454)</b>	<b>(10,796,176)</b>	<b>(11,164,412)</b>	<b>(11,545,614)</b>	<b>(11,940,243)</b>

Current FTE: 42.02



Proposed FTE: 3.00





# Customer and Corporate Support Major Projects

Project	2025/2026	2026/2027	2027/2028
Business systems - Automation Records Management Processes	50,000	0	0
Business systems - Data Deduplication Project	50,000	0	0
Business systems - ICT Project - TBC	100,000	100,000	100,000
Business systems - Intranet Review and Update	150,000	0	0
Business systems - Online Rostering Solution	40,000	0	0
ICT Projects - Audio Visual Equipment (Admin)	80,000	82,400	84,872
ICT Projects - Invoice Scanning project	160,000	164,800	169,744
ICT Projects - Learning Management System (Replacement)	100,000	0	0
ICT Projects - Office 365 Implementation	40,000	41,200	42,436
ICT Projects - Server OS Upgrade	50,000	51,500	53,045
<b>Total Major Operating Projects</b>	<b>820,000</b>	<b>439,900</b>	<b>450,097</b>

## Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Customer Service Officer	1.00
Coordinator GIS Services	1.00
Graduate Cyber Security Officer	1.00
<b>Total Proposed FTE</b>	<b>3.00</b>

# Community Development Overview

# Community Development Financial Overview 2025/2026

Department	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Community Development Directorate and Support	0	(754,331)	(754,331)
Community and Leisure Facilities	8,405,552	(9,944,451)	(1,538,899)
Community Capacity Building <sup>1</sup>	389,300	(8,907,620)	(8,518,320)
Community Infrastructure Planning	0	(1,270,984)	(1,270,984)
Community Safety and Support Services	4,000	(2,296,555)	(2,292,555)
Economic Development and Tourism	0	(2,063,235)	(2,063,235)
Library and Information Services	340,000	(3,994,433)	(3,654,433)
<b>Operating Total Surplus/(Deficit)</b>	<b>9,138,852</b>	<b>(29,231,609)</b>	<b>(20,092,757)</b>

<sup>1</sup> Includes Rockingham Arts Centre and Rockingham Youth Centre

# Community Development Five Year Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	8,613,502	8,968,896	9,376,210	9,803,382	10,251,372
Operating grants, subsidies and contributions	432,360	423,151	426,197	429,343	432,596
Other revenue	92,990	86,834	88,247	89,729	91,286
<b>Income Total</b>	<b>9,138,852</b>	<b>9,478,881</b>	<b>9,890,654</b>	<b>10,322,454</b>	<b>10,775,254</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(17,436,313)	(18,083,578)	(18,774,514)	(19,493,038)	(20,240,439)
Materials and contracts	(10,866,534)	(10,430,572)	(10,758,576)	(11,044,037)	(11,200,256)
Other expenditure	(928,762)	(950,807)	(973,793)	(997,763)	(1,022,760)
<b>Expenditure Total</b>	<b>(29,231,609)</b>	<b>(29,464,957)</b>	<b>(30,506,883)</b>	<b>(31,534,838)</b>	<b>(32,463,455)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(20,092,757)</b>	<b>(19,986,076)</b>	<b>(20,616,229)</b>	<b>(21,212,384)</b>	<b>(21,688,201)</b>

# Community Development Proposed FTE by Year

Department	Current FTE	Proposed Staff FTE: 5 Years				
		2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Community Development Directorate and Support	3.00	-	-	-	-	-
Community Infrastructure Planning	5.00	-	-	-	-	-
Community and Leisure Facilities	89.53	0.10	-	-	-	-
Economic Development and Tourism	3.94	1.00	-	-	-	-
Community Capacity Building <sup>2</sup>	32.74	-	-	-	-	-
Library and Information Services	35.72	0.16	-	-	-	-
Community Safety and Support Services	10.00	1.00	-	-	-	-
<b>Total</b>	<b>179.93</b>	<b>2.26</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<sup>2</sup> Includes Rockingham Arts Centre and Rockingham Youth Centre

# Community Development Directorate and Support



# Community Development Directorate and Support

## Top achievements of the past year:

- completion of community plan strategies for Seniors, Health And Wellbeing, Early Years and Young People, and Tourist Destination
- completion of the Warnbro Community Recreation Centre Master Plan
- completion of the Rockingham Hobby Hub Needs Assessment and Feasibility Study.

## Community Development Directorate and Support Key Strategic Objectives for the next three years:

- redesign and redevelopment of Aqua Jetty
- completion of the Baldivis Outdoor Recreation Space and Southern Pavilion and outdoor hardcourts
- completion of the Rockingham Lotteries House relocation project.

# Community Development Directorate and Support Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(562,701)	(584,729)	(607,638)	(631,463)	(656,241)
Materials and contracts	(185,630)	(107,630)	(107,630)	(107,630)	(107,630)
Other expenditure	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
<b>Expenditure Total</b>	<b>(754,331)</b>	<b>(698,359)</b>	<b>(721,268)</b>	<b>(745,093)</b>	<b>(769,871)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(754,331)</b>	<b>(698,359)</b>	<b>(721,268)</b>	<b>(745,093)</b>	<b>(769,871)</b>

Current FTE: 3.00



# Community Development Directorate and Support Major Projects

Project	2025/2026	2026/2027	2027/2028
Special Projects	100,000	100,000	100,000
<b>Total Major Operating Projects</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

# Community Infrastructure Planning

# Community Infrastructure Planning

## Top achievements of the past year:

- awarded construction contracts for the Stan Twight Reserve Clubroom Redevelopment, Baldivis Sports Complex Southern Pavilion and outdoor hardcourts, and the Baldivis Outdoor Recreation Space projects
- confirmation of the future site of the Baldivis Men's Shed and endorsement of the facility concept plan
- completion and endorsement of the concept plan for the Anniversary Park Clubroom Redevelopment.

# Community Infrastructure Planning

## Key Strategic Objectives for the next three years:

- construction of the Stan Twilight Reserve Clubroom Redevelopment, Baldivis Sports Complex Southern Pavilion and outdoor hardcourts, Baldivis Outdoor Recreation Space, Anniversary Park Clubroom Redevelopment, the Autumn Centre Redevelopment, and the Baldivis Men's Shed
- completion of designs for Aqua Jetty Stage 2, Safety Bay Foreshore Community Facility, Rockingham Foreshore Activity Node, and the Warnbro Recreation Centre Redevelopment
- complete planning investigations into the Lark Hill Northern Expansion project.



# Community Infrastructure Planning Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(656,484)	(682,668)	(709,897)	(738,210)	(767,657)
Materials and contracts	(454,000)	(180,650)	(182,350)	(184,100)	(185,903)
Other expenditure	(160,500)	(160,500)	(160,500)	(160,500)	(160,500)
<b>Expenditure Total</b>	<b>(1,270,984)</b>	<b>(1,023,818)</b>	<b>(1,052,747)</b>	<b>(1,082,810)</b>	<b>(1,114,060)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(1,270,984)</b>	<b>(1,023,818)</b>	<b>(1,052,747)</b>	<b>(1,082,810)</b>	<b>(1,114,060)</b>

Current FTE: 5.00



# Community Infrastructure Planning Major Projects

Project	2025/2026	2026/2027	2027/2028
Safety Bay Foreshore Master Plan	100,000	0	0
Reserve and Open Space Master Plans	100,000	100,000	100,000
Lark Hill Northern Expansion- Environment Master Plan	75,000	0	0
Rockingham Foreshore Activity Node Design Master Plan	100,000	0	0
<b>Total Major Operating Projects</b>	<b>375,000</b>	<b>100,000</b>	<b>100,000</b>

# Community and Leisure Facilities

# Community and Leisure Facilities

## Top achievements of the past year:

- introduction of a new rostering system to provide more effective roster and payroll management at the City's leisure facilities
- reduction in year-on-year operating deficit of the City's leisure facilities
- redevelopment and expansion of the car park at the Autumn Centre.

# Community and Leisure Facilities

## Key Strategic Objectives for the next three years:

- implementation of Mike Barnet Sports Complex master plan
- development of new scope and commencement of Aqua Jetty Stage 2 project
- enhancement of programs and services and engagement to the community
- improvement of facility maintenance and technological modernisation
- redevelopment of the Autumn Centre
- completion of final stage at Baldivis Sports Complex.

# Community and Leisure Facilities Financial Summary 2025/2026

Department	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Community and Leisure Facilities - Management and Support	20,000	(922,155)	(902,155)
Aqua Jetty	5,481,439	(5,435,731)	(45,708)
Rockingham Aquatic Centre	523,706	(910,021)	(386,315)
Autumn Centre	404,700	(757,137)	(352,437)
Mike Barnett Sports Complex	835,977	(726,444)	109,533
Baldivis Indoor Sports Complex	548,100	(966,930)	(418,830)
Warnbro Recreation Centre	40,480	(46,033)	(5,553)
Larkhill Complex	15,000	0	15,000
Community Sports Reserves and Facilities	111,150	0	111,150
Community Halls	285,000	(50,000)	235,000
Gary Holland Community Centre	140,000	(130,000)	10,000
<b>Operating Total Surplus/(Deficit)</b>	<b>8,405,552</b>	<b>(9,944,451)</b>	<b>(1,538,899)</b>

# Community and Leisure Facilities Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	8,273,402	8,661,676	9,068,866	9,495,911	9,943,770
Operating grants, subsidies and contributions	97,760	94,551	97,597	100,743	103,996
Other revenue	34,390	28,234	29,647	31,129	32,686
<b>Income Total</b>	<b>8,405,552</b>	<b>8,784,461</b>	<b>9,196,110</b>	<b>9,627,783</b>	<b>10,080,452</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(7,734,983)	(8,051,424)	(8,380,941)	(8,723,950)	(9,081,138)
Materials and contracts	(1,929,256)	(2,014,838)	(2,104,401)	(2,198,134)	(2,296,235)
Other expenditure	(280,212)	(294,218)	(308,925)	(324,367)	(340,581)
<b>Expenditure Total</b>	<b>(9,944,451)</b>	<b>(10,360,480)</b>	<b>(10,794,267)</b>	<b>(11,246,451)</b>	<b>(11,717,954)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(1,538,899)</b>	<b>(1,576,019)</b>	<b>(1,598,157)</b>	<b>(1,618,668)</b>	<b>(1,637,502)</b>

Current FTE: 89.53



Proposed FTE: 0.10





# Community and Leisure Facilities Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Autumn Centre – Assistant Cook	0.10
<b>Total Proposed FTE</b>	<b>0.10</b>

# Economic Development and Tourism

# Economic Development and Tourism

## Top achievements of the past year:

- delivered the City's first Rockingham Investment Forum, showcasing Rockingham's development potential to industry, investors and developers
- sanctioned a report undertaken by Urban Enterprise to collate information from key business, industry and community stakeholders to inform the EDS 2025-2030
- launched a City owned and operated Mobile Visitor Centre to deliver visitor servicing outcomes for the City in collaboration with local Visitor Centres.

# Economic Development and Tourism

## Key Strategic Objectives for the next three years:

- launch the City's EDS 2025-2030
- implement the City's EDS and TDS
- increase the profile and awareness of investment opportunities to encourage key industry sectors to invest in Rockingham
- establish a collective approach to visitor servicing that encompasses local Visitor Centre(s), Mobile Visitor Centre and key stakeholders
- review the City's destination marketing brand and activities, with a focus on leveraging AUKUS to target future Navy personnel and visiting friends and relatives.

# Economic Development and Tourism Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(612,935)	(637,402)	(662,847)	(689,306)	(716,825)
Materials and contracts	(1,325,200)	(1,315,056)	(1,312,845)	(1,326,055)	(1,349,336)
Other expenditure	(125,100)	(128,760)	(132,530)	(136,413)	(140,412)
<b>Expenditure Total</b>	<b>(2,063,235)</b>	<b>(2,081,218)</b>	<b>(2,108,222)</b>	<b>(2,151,774)</b>	<b>(2,206,573)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(2,063,235)</b>	<b>(2,081,218)</b>	<b>(2,108,222)</b>	<b>(2,151,774)</b>	<b>(2,206,573)</b>

Current FTE: 3.94



Proposed FTE: 1.00



# Economic Development and Tourism

## Major Projects

Project	2025/2026	2026/2027	2027/2028
Destination and Tourism Product Development	30,000	40,000	40,000
Digital Platform Development (tourism)	75,000	0	0
Mobile Visitor Service Unit	30,000	30,900	31,827
Visitor Servicing	15,000	15,450	15,914
<b>Total Major Operating Projects</b>	<b>150,000</b>	<b>86,350</b>	<b>87,741</b>

## Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Economic Development Officer	1.00
<b>Total Proposed FTE</b>	<b>1.00</b>

# Community Capacity Building



# Community Capacity Building

## Top achievements of the past year:

- completion and adoption of three Community Plan Strategies, being:
  - Strategy for Early Years, Children and Young people 2024-2030
  - Health and Wellbeing Strategy 2024-2029
  - Seniors Strategy 2025-2029
- ongoing achievement of key actions across all three Community Plan Strategies
- completion and acquittal of the Changing Places project, delivered in collaboration with the Infrastructure Project Delivery Team.

# Community Capacity Building

## Key Strategic Objectives for the next three years:

- develop and implement a new Reconciliation Action Plan or Strategy
- develop a Cultural Development and Arts Strategy 2025-2030
- develop and implement a new Disability Access and Inclusion Plan 2026-2030
- implement the following Community Plan Strategies:
  - Strategy for Early Years, Children and Young people 2024-2030
  - Health and Wellbeing Strategy 2024-2029
  - Seniors Strategy 2025-2029
  - Cultural Development and Arts Strategy 2025-2033.

# Community Capacity Building Financial Summary 2025/2026

Department	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Community Capacity Building - Management and Support	0	(376,268)	(376,268)
Community Capacity Building	6,000	(2,265,541)	(2,259,541)
Cultural Development and the Arts	123,000	(3,379,117)	(3,256,117)
Recreation and Wellbeing	49,600	(1,248,714)	(1,199,114)
Youth Development	210,700	(1,637,980)	(1,427,280)
<b>Operating Total Surplus/(Deficit)</b>	<b>389,300</b>	<b>(8,907,620)</b>	<b>(8,518,320)</b>

# Community Capacity Building Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	41,600	8,600	8,600	8,600	8,600
Operating grants, subsidies and contributions	328,600	328,600	328,600	328,600	328,600
Other revenue	19,100	19,100	19,100	19,100	19,100
<b>Income Total</b>	<b>389,300</b>	<b>356,300</b>	<b>356,300</b>	<b>356,300</b>	<b>356,300</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(3,389,372)	(3,482,691)	(3,597,422)	(3,716,739)	(3,840,826)
Materials and contracts	(5,297,398)	(5,417,263)	(5,528,637)	(5,790,985)	(5,802,072)
Other expenditure	(220,850)	(221,158)	(221,474)	(221,800)	(222,136)
<b>Expenditure Total</b>	<b>(8,907,620)</b>	<b>(9,121,112)</b>	<b>(9,347,533)</b>	<b>(9,729,524)</b>	<b>(9,865,034)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(8,518,320)</b>	<b>(8,764,812)</b>	<b>(8,991,233)</b>	<b>(9,373,224)</b>	<b>(9,508,734)</b>

Current FTE: 32.74



# Community Capacity Building Major Projects

Project	2025/2026	2026/2027	2027/2028
CCB - Seniors Strategy	10,000	2,000	2,000
CCB - Review/Development of Recon Action Plan	60,000	0	0
CCB - DAIP - Changing Place	30,000	0	0
Recreation and Wellbeing - Strategy for Early Years, Children and Young People	0	10,000	0
Recreation and Wellbeing - Health and Wellbeing Strategy	0	10,000	0
<b>Total Major Operating Projects</b>	<b>100,000</b>	<b>22,000</b>	<b>2,000</b>

# Library Services

# Library Services

## Top achievements of the past year:

- review of staff operational tasks and development of a Library Services Workforce Plan for delivery in 2025
- in conjunction with IPD planned the refurbishment of Safety Bay Library
- in conjunction with ICT, HR, Community and Leisure Facilities finalised implementation of an online rostering system to streamline operations.



# Library Services

## Key Strategic Objectives for the next three years:

- development of a Library Staff Learning and Development plan
- Spydus Library Management System will move to the Cloud and be upgraded to the latest version, including the rollout of an app for library users
- redevelop the Online Public Access Catalogue to provide better access to library materials
- provision of Library lockers for self-service collection of reserved items in areas not currently serviced by a branch library
- negotiate updated Management Agreement between the City and the Department of Education for the Warnbro Community Library.

# Library Services

## Financial Summary 2025/2026

Department	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Library Services - Management and Support	11,500	(716,088)	(704,588)
Rockingham Library	37,500	(919,946)	(882,446)
Safety Bay Library	10,500	(674,233)	(663,733)
Warnbro Library	10,500	(752,238)	(741,738)
Mary Davies Library and Community Centre <sup>3</sup>	270,000	(931,928)	(661,928)
<b>Operating Total Surplus/(Deficit)</b>	<b>340,000</b>	<b>(3,994,433)</b>	<b>(3,654,433)</b>

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<sup>3</sup> Includes income from Baldivis South Community Centre.

# Library Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	294,500	294,500	294,500	294,500	294,500
Operating grants, subsidies and contributions	6,000	0	0	0	0
Other revenue	39,500	39,500	39,500	39,500	39,500
<b>Income Total</b>	<b>340,000</b>	<b>334,000</b>	<b>334,000</b>	<b>334,000</b>	<b>334,000</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(3,288,483)	(3,416,277)	(3,549,186)	(3,687,393)	(3,831,141)
Materials and contracts	(705,550)	(705,550)	(705,550)	(705,550)	(705,550)
Other expenditure	(400)	(400)	(400)	(400)	(400)
<b>Expenditure Total</b>	<b>(3,994,433)</b>	<b>(4,122,227)</b>	<b>(4,255,136)</b>	<b>(4,393,343)</b>	<b>(4,537,091)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(3,654,433)</b>	<b>(3,788,227)</b>	<b>(3,921,136)</b>	<b>(4,059,343)</b>	<b>(4,203,091)</b>

Current FTE: 35.72



Proposed FTE: 0.16



# Library Services Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Librarian - Children and Youth	0.16
<b>Total Proposed FTE</b>	<b>0.16</b>

# Community Safety and Support Services

# Community Safety and Support Services

## Top achievements of the past year:

- introduction and support to the Town Team initiative building capacity of community to strengthen community perceptions of safety
- successful advocacy to state government to fund a Rockingham Assertive Outreach Service
- completion of CCTV upgrade to Palm Beach.

# Community Safety and Support Services

## Key Strategic Objectives for the next three years:

- crisis accommodation and community hub feasibility studies
- strengthened engagement with CaLD and LGBTIQ+ communities
- advocacy to address the gaps highlighted in the Community Support Services Mapping and Community Safety priorities
- increased activation of public spaces to strengthen community connections and improve community perceptions.



# Community Safety and Support Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	4,000	4,120	4,244	4,371	4,502
<b>Income Total</b>	<b>4,000</b>	<b>4,120</b>	<b>4,244</b>	<b>4,371</b>	<b>4,502</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(1,191,355)	(1,228,387)	(1,266,583)	(1,305,977)	(1,346,611)
Materials and contracts	(969,500)	(689,585)	(817,163)	(731,583)	(753,530)
Other expenditure	(135,700)	(139,771)	(143,964)	(148,283)	(152,731)
<b>Expenditure Total</b>	<b>(2,296,555)</b>	<b>(2,057,743)</b>	<b>(2,227,710)</b>	<b>(2,185,843)</b>	<b>(2,252,872)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(2,292,555)</b>	<b>(2,053,623)</b>	<b>(2,223,466)</b>	<b>(2,181,472)</b>	<b>(2,248,370)</b>

Current FTE: 10.00



Proposed FTE: 1.00



# Community Safety and Support Services

## Major Projects

Project	2025/2026	2026/2027	2027/2028
Crisis/Supported Accommodation	80,000	82,400	84,872
Community Services Mapping	0	0	100,000
Assertive Outreach	200,000	0	0
Community Hub Feasibility Study	100,000	0	0
<b>Total Major Operating Projects</b>	<b>380,000</b>	<b>82,400</b>	<b>184,872</b>

## Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Project Officer CCTV	1.00
<b>Total Proposed FTE</b>	<b>1.00</b>

# Asset Services Overview

# Asset Services

## Financial Overview 2025/2026

Department	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Asset Services Directorate and Support	0.00	(2,453,082)	<b>(2,453,082)</b>
Strategic Asset Management	0.00	(1,107,689)	<b>(1,107,689)</b>
Infrastructure Project Delivery	0.00	(2,249,171)	<b>(2,249,171)</b>
Operations and Fleet	354,125	(27,321,741)	<b>(26,967,616)</b>
Parks Services	705,255	(24,465,765)	<b>(23,760,510)</b>
Technical Services	1,205,383	(9,831,647)	<b>(8,626,264)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>2,264,763</b>	<b>(67,429,095)</b>	<b>(65,164,332)</b>

# Asset Services

## Five Year Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	411,200	372,036	383,197	394,693	406,534
Non-operating grants, subsidies and contributions	794,183	818,008	842,549	867,825	893,860
Operating grants, subsidies and contributions	300,000	309,000	318,270	327,818	337,653
Other revenue	759,380	782,162	805,626	829,794	854,688
<b>Income Total</b>	<b>2,264,763</b>	<b>2,281,206</b>	<b>2,349,642</b>	<b>2,420,130</b>	<b>2,492,735</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(27,002,739)	(29,137,330)	(31,352,018)	(33,600,037)	(35,274,679)
Materials and contracts	(31,170,494)	(31,579,329)	(32,489,027)	(33,456,916)	(34,453,861)
Other expenditure	(1,259,324)	(1,137,517)	(1,171,640)	(1,206,790)	(1,242,940)
Utility charges	(7,996,538)	(8,236,432)	(8,483,523)	(8,738,035)	(9,000,172)
<b>Expenditure Total</b>	<b>(67,429,095)</b>	<b>(70,090,608)</b>	<b>(73,496,208)</b>	<b>(77,001,778)</b>	<b>(79,971,652)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(65,164,332)</b>	<b>(67,809,402)</b>	<b>(71,146,566)</b>	<b>(74,581,648)</b>	<b>(77,478,917)</b>

# Asset Services

## Current and Proposed Staff

Department	Current FTE	Proposed Staff FTE: 5 Years				
		2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Asset Services Directorate and Support	17.63	8.00	8.00	8.00	1.00	-
Infrastructure Project Delivery	15.00	1.00	-	-	-	-
Operations and Fleet	43.75	3.00	2.00	2.00	7.00	2.00
Parks Services	139.50	4.50	7.00	6.00	1.00	-
Strategic Asset Management	7.00	-	1.00	2.00	-	1.00
Technical Services	43.00	-	-	-	-	-
<b>Total</b>	<b>265.88</b>	<b>16.50</b>	<b>18.00</b>	<b>18.00</b>	<b>9.00</b>	<b>3.00</b>

# Asset Services Directorate and Support



# Asset Services Directorate and Support

## Top achievements of the past year:

- ongoing support for bushfire mitigation activities across the city (tenure blind).
- implementation of the Youth Employment Program
- undertaking trials of various environmental sustainability initiatives including battery operated tools and equipment and battery electric vehicles (BEVs).

## Asset Services Directorate and Support

### Key Strategic Objectives for the next three years:

- planning and design for the Second Depot project
- rolling out environmental sustainability programs across the division
- implementation of the actions from the Bushfire Risk Management Plan.

# Asset Services Directorate and Support Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(2,057,082)	(2,246,474)	(2,441,476)	(2,648,486)	(2,753,407)
Materials and contracts	(346,000)	(165,490)	(168,055)	(170,697)	(173,417)
Other expenditure	(50,000)	(51,500)	(53,046)	(54,636)	(56,276)
<b>Expenditure Total</b>	<b>(2,453,082)</b>	<b>(2,463,464)</b>	<b>(2,662,577)</b>	<b>(2,873,819)</b>	<b>(2,983,100)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(2,453,082)</b>	<b>(2,463,464)</b>	<b>(2,662,577)</b>	<b>(2,873,819)</b>	<b>(2,983,100)</b>

Current FTE: 17.63



# Asset Services Directorate and Support Major Projects

Operating Project	2025/2026	2026/2027	2027/2028
Ops Facility (Second Depot) Masterplan	0	100,000	100,000
Baldivis Bushfire Mitigation	85,000	0	0
Warnbro Dunes Foreshore Bushfire Risk Review	55,000	0	0
Underground Power Project	10,000	0	0
Electric Vehicle (EV) Charging Pilot program	15,000	0	0
Waterwise Verge Incentive	40,000	0	0
East Rockingham Pioneer Cemetery Management Plan Projects	80,000	80,000	80,000
<b>Total Major Operating Projects</b>	<b>285,000</b>	<b>180,000</b>	<b>180,000</b>

## Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Trainee Youth Employment Program Cadet	1.00
Trainee Youth Employment Program - Indoor	2.00
Trainee Youth Employment Program - Outdoor	5.00
<b>Total Proposed FTE</b>	<b>8.00</b>

# Strategic Asset Management

# Asset Services Strategic Asset Management

## Top achievements of the past year:

- developed and implemented various asset improvement programs
- Implementation of the asset management system and data improvements as documented in the Strategic Asset Management Plan
- assisted in the successful financial auditing outcome through the asset valuation process.

# Asset Services Strategic Asset Management

## Key Strategic Objectives for the next three years:

- implement the Parks Improvement Plan
- implement asset management system and data improvements as documented in the Strategic Asset Management Plan
- integrate asset management governance and awareness into the wider organisation for more sustainable strategic City planning.



# Strategic Asset Management Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(870,689)	(1,035,894)	(1,298,901)	(1,350,855)	(1,519,645)
Materials and contracts	(202,000)	0	0	0	0
Other expenditure	(35,000)	0	0	0	0
<b>Expenditure Total</b>	<b>(1,107,689)</b>	<b>(1,035,894)</b>	<b>(1,298,901)</b>	<b>(1,350,855)</b>	<b>(1,519,645)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(1,107,689)</b>	<b>(1,035,894)</b>	<b>(1,298,901)</b>	<b>(1,350,855)</b>	<b>(1,519,645)</b>

Current FTE: 7.00



# Asset Services Strategic Asset Management Major Projects

Project	2025/2026	2026/2027	2027/2028
Asset Data Improvement Project	50,000	0	0
Road Reserve Condition Audit	35,000	0	0
<b>Total Major Operating Projects</b>	<b>85,000</b>	<b>0</b>	<b>0</b>

# Technical Services

# Technical Services

## Top achievements of the past year:

- development of Road Safety Management Plan 2023-2030
- significant external funding secured for improving road safety and traffic flow, road rehabilitation, shared path construction, coastal protection and boating facilities
- liaison with WA Police for increased enforcement in hooning hotspots which has seen some positive results.

## Technical Services

### Key Strategic Objectives for the next three years:

- Read Street and Warnbro Sound Avenue Corridor Study in 2025/26 and 2026/27
- develop Walking and Cycling Plan following the development of Integrated Transport Plan
- deliver projects that improve the experience of all road users including motorists, pedestrians, cyclists, school children and people with disability
- deliver coastal protection and recreational marine facilities
- maintain civil infrastructure to the acceptable level of service according to the Strategic Asset Management Plan.

# Technical Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	411,200	372,036	383,197	394,693	406,534
Non-operating grants, subsidies and contributions	794,183	818,008	842,549	867,825	893,860
<b>Income Total</b>	<b>1,205,383</b>	<b>1,190,044</b>	<b>1,225,746</b>	<b>1,262,518</b>	<b>1,300,394</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(4,336,897)	(4,510,345)	(4,690,737)	(4,878,346)	(5,073,452)
Materials and contracts	(5,494,750)	(5,617,493)	(5,755,121)	(5,927,773)	(6,105,603)
<b>Expenditure Total</b>	<b>(9,831,647)</b>	<b>(10,127,838)</b>	<b>(10,445,858)</b>	<b>(10,806,119)</b>	<b>(11,179,055)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(8,626,264)</b>	<b>(8,937,794)</b>	<b>(9,220,112)</b>	<b>(9,543,601)</b>	<b>(9,878,661)</b>

Current FTE: 43.00



# Technical Services

## Major Projects

Project	2025/2026	2026/2027	2027/2028
Read Street and Warnbro Sound Avenue Corridor Study	70,000	30,000	0
<b>Total Major Operating Projects</b>	<b>70,000</b>	<b>30,000</b>	<b>0</b>

# Infrastructure Project Delivery



# Infrastructure Project Delivery

## Top achievements of the past year:

- Rae Road/Garden Island Highway – Shared Path (Stages 2 and 3)
- major Civil Projects - Stakehill Road, Mandurah Road, Read Street Malibu Road and Autumn Centre
- BMX/Pump Track – June Road Reserve, Safety Bay.

# Infrastructure Project Delivery

## Key Strategic Objectives for the next three years:

- Baldivis District Sporting Complex Stage 3
- Stan Twight Reserve clubroom redevelopment
- Baldivis Men's Shed
- Lotteries House Relocation
- Anniversary Park Master Plan
- Aqua Jetty Stage 2 (refurbishment and expansion)
- Safety Bay Foreshore Redevelopment (The Pond)
- Council Administration Building Renewal Works
- Churchill/Bell Parks – upgrade of park infrastructure
- Mundijong Road Realignment
- Baldivis Road widening – (Furioso Green – Highbury Boulevard)
- Read Street intersection upgrades – (Patterson Road – Chalgrove Avenue).

# Infrastructure Project Delivery Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(2,102,671)	(2,166,599)	(2,232,544)	(2,300,563)	(2,370,728)
Materials and contracts	(146,500)	(146,500)	(146,500)	(146,500)	(146,500)
<b>Expenditure Total</b>	<b>(2,249,171)</b>	<b>(2,313,099)</b>	<b>(2,379,044)</b>	<b>(2,447,063)</b>	<b>(2,517,228)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(2,249,171)</b>	<b>(2,313,099)</b>	<b>(2,379,044)</b>	<b>(2,447,063)</b>	<b>(2,517,228)</b>

Current FTE: 15.00



Proposed FTE: 1.00



# Infrastructure Project Delivery Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Project Officer - Civil	1.00
<b>Total Proposed FTE</b>	<b>1.00</b>

# Operations and Fleet Services

# Operations and Fleet Services

## Top achievements of the past year:

- operate approximately 3,650 solar panels, offset 100% of carbon emissions from the City's fleet (3,009 tonnes) and ensured that 100% of electricity from City's largest sites now comes from green energy
- actioned approximately 13,500 customer requests
- maintained 650+ items of fleet and developed fleet replacement program.

# Operations and Fleet Services

## Key Strategic Objectives for the next three years:

- continue implementing the Graffiti Management Plan
- continue implementing the Fleet Improvement Plan
- review fleet management software
- deliver the main field and workshop activities via mobile computing.

# Operations and Fleet Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Operating grants, subsidies and contributions	300,000	309,000	318,270	327,818	337,653
Other revenue	54,125	55,749	57,421	59,143	60,917
<b>Income Total</b>	<b>354,125</b>	<b>364,749</b>	<b>375,691</b>	<b>386,961</b>	<b>398,570</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(4,765,841)	(5,139,596)	(5,560,724)	(6,580,843)	(7,085,016)
Materials and contracts	(14,145,196)	(14,488,699)	(14,923,365)	(15,371,070)	(15,832,219)
Other expenditure	(414,166)	(302,990)	(312,076)	(321,439)	(331,088)
Utility charges	(7,996,538)	(8,236,432)	(8,483,523)	(8,738,035)	(9,000,172)
<b>Expenditure Total</b>	<b>(27,321,741)</b>	<b>(28,167,717)</b>	<b>(29,279,688)</b>	<b>(31,011,387)</b>	<b>(32,248,495)</b>
<b>Operating Total Surplus / (Deficit)</b>	<b>(26,967,616)</b>	<b>(27,802,968)</b>	<b>(28,903,997)</b>	<b>(30,624,426)</b>	<b>(31,849,925)</b>

Current FTE: 43.75



Proposed FTE: 3.00





# Operations and Fleet Services

## Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Parks Assets Inspector	1.00
Security Technical Officer	1.00
Senior Building Operations Officer	1.00
<b>Total Proposed FTE</b>	<b>3.00</b>

# Parks Services

# Parks Services

## Top achievements of the past year:

- Parks Services core business is maintaining the City's public open space and natural areas appropriate to the intended purpose, our aim is to provide the best level of service with the given resources
- provision of interdepartmental input and support towards the delivery of the many City projects along with actions from Community Plan Strategies including Natural Area Conservation Strategy, Public Open Space Strategy, Disability Action and Inclusion Plan, Reconciliation Action Plan, Bushfire Risk Management Plan
- growing the Parks Services workforce capacity, capability and resilience through the Youth Employment Program and employee development.

## Parks Services

### Key Strategic Objectives for the next three years:

- continue to evolve public open space maintenance services in line with best practice and innovation so that service delivery meets community expectations and sustainable asset maintenance practices
- deliver on the actions set out in the Urban Forest Strategy to improve the City's tree canopy coverage

# Parks Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Other revenue	705,255	726,413	748,205	770,651	793,771
<b>Income Total</b>	<b>705,255</b>	<b>726,413</b>	<b>748,205</b>	<b>770,651</b>	<b>793,771</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(12,869,559)	(14,038,422)	(15,127,636)	(15,840,944)	(16,472,431)
Materials and contracts	(10,836,048)	(11,161,147)	(11,495,986)	(11,840,876)	(12,196,122)
Other expenditure	(760,158)	(783,027)	(806,518)	(830,715)	(855,576)
<b>Expenditure Total</b>	<b>(24,465,765)</b>	<b>(25,982,596)</b>	<b>(27,430,140)</b>	<b>(28,512,535)</b>	<b>(29,524,129)</b>
<b>Operating Total Surplus / (Deficit)</b>	<b>(23,760,510)</b>	<b>(25,256,183)</b>	<b>(26,681,935)</b>	<b>(27,741,884)</b>	<b>(28,730,358)</b>

Current FTE: 139.50



Proposed FTE: 4.50



# Parks Services Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Horticulturalist (High Profile Areas)	1.00
Irrigation Technical Officer	1.00
Natural Area Technical Officer	0.50
Reserve Maintainer - Bushfire Mitigation	2.00
<b>Total Proposed FTE</b>	<b>4.50</b>

# Planning and Development Services Overview

# Planning and Development Services

## Financial Overview 2025/2026

Department	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Planning and Development Directorate and Support	0	(942,436)	(942,436)
Compliance and Emergency Liaison	1,469,500	(7,961,218)	(6,491,718)
Health and Building Services	1,928,750	(3,676,588)	(1,747,838)
Land and Development Infrastructure	1,030,000	(1,298,723)	(268,723)
Statutory Planning	1,057,000	(1,904,830)	(847,830)
Strategic Planning and Environment	11,500	(2,305,864)	(2,294,364)
<b>Operating Total Surplus/(Deficit)</b>	<b>5,496,750</b>	<b>(18,089,659)</b>	<b>(12,592,909)</b>



# Planning and Development Services Five Year Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	4,576,750	4,655,100	4,736,830	4,821,010	4,907,724
Non-operating grants, subsidies and contributions	800,000	800,000	800,000	800,000	800,000
Operating grants, subsidies and contributions	107,000	110,210	113,516	116,922	120,430
Other revenue	13,000	20,850	20,695	20,538	20,374
<b>Income Total</b>	<b>5,496,750</b>	<b>5,586,160</b>	<b>5,671,041</b>	<b>5,758,470</b>	<b>5,848,528</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(15,771,559)	(16,839,643)	(18,078,161)	(19,051,696)	(19,824,551)
Materials and contracts	(2,218,000)	(1,959,805)	(1,928,239)	(2,032,808)	(2,113,576)
Other expenditure	(100,100)	(95,687)	(98,557)	(101,514)	(104,562)
<b>Expenditure Total</b>	<b>(18,089,659)</b>	<b>(18,895,135)</b>	<b>(20,104,957)</b>	<b>(21,186,018)</b>	<b>(22,042,689)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(12,592,909)</b>	<b>(13,308,975)</b>	<b>(14,433,916)</b>	<b>(15,427,548)</b>	<b>(16,194,161)</b>

# Planning and Development Services

## Current and Proposed FTE

Department	Current FTE	Proposed Staff FTE: 5 Years				
		2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Planning and Development - Directorate and Support	4.00	-	-	1.00	-	-
Compliance and Emergency Liaison	69.94	-	-	2.00	-	-
Health and Building Services	30.92	0.40	3.00	-	1.00	-
Land and Development Infrastructure	10.00	-	-	-	-	-
Statutory Planning	14.60	-	1.00	-	1.00	-
Strategic Planning and Environment	10.10	1.00	0.50	2.00	-	-
<b>Total</b>	<b>139.56</b>	<b>1.40</b>	<b>4.50</b>	<b>5.00</b>	<b>2.00</b>	<b>0.00</b>

# Planning and Development Directorate and Support

# Planning and Development Directorate and Support

## Top achievements of the past year:

- obtained State government approval for the RSC planning framework
- completed the Cape Peron Transport Needs Study and ran a successful advocacy campaign for governments to fund Garden Island Highway feasibility and local movement network improvements
- finalised planning assessment of the Karnup Station Precinct Structure Plan.

# Planning and Development Directorate and Support

## Key Strategic Objectives for the next three years:

- leadership to the various key strategic planning projects including Local Planning Strategy, Town Planning Scheme Review, Karnup District Structure Plan and Karnup Station Precinct
- finalise and commence implementation of the new RSC Precinct Structure Plan planning framework
- respond to planning matters attributed to the AUKUS defence initiative
- review the City's Foreshore Master Plans (Rockingham Beach and Safety Bay/Shoalwater)
- confirmation of the Kwinana Loop Railway alignment
- provide ongoing input into the detailed planning stages for Westport
- A unified planning framework over the Western Trade Coast ('Global Advanced Industry Hub')
- progress the development of the former Dixon Road playing fields.

# Planning and Development Directorate and Support Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(717,436)	(745,732)	(890,636)	(925,861)	(962,496)
Materials and contracts	(225,000)	(185,000)	(135,000)	(135,000)	(135,000)
<b>Expenditure Total</b>	<b>(942,436)</b>	<b>(930,732)</b>	<b>(1,025,636)</b>	<b>(1,060,861)</b>	<b>(1,097,496)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(942,436)</b>	<b>(930,732)</b>	<b>(1,025,636)</b>	<b>(1,060,861)</b>	<b>(1,097,496)</b>

Current FTE: 4.00



# Planning and Development Directorate and Support Major Projects

Project	2025/2026	2026/2027	2027/2028
Strategic Metro Centre Parking Strategy	30,000	10,000	10,000
Baldivis Activity Centre	20,000	0	0
Foreshore Masterplans	50,000	50,000	0
<b>Total Major Operating Projects</b>	<b>100,000</b>	<b>60,000</b>	<b>10,000</b>

# Strategic Planning and Environment



# Strategic Planning and Environment

## Top achievements of the past year:

- lodgment of the City's Local Planning Strategy with the WAPC for gazettal  
- Local Planning Scheme Review progressed concurrently
- completed background report, delivered extensive stakeholder engagement program, and finalised 'Consultation Outcomes and Vision Report' to inform the next stages of the Karnup District Structure Plan project
- continued implementation of the Sustainability Strategy and reporting through the Sustainability Snapshot Report.

# Strategic Planning and Environment

## Key Strategic Objectives for the next three years:

- approval of the Local Planning Strategy and new Local (Town) Planning Scheme
- increase community awareness on environmental and sustainability initiatives
- approval of the Karnup District Structure Plan by the WAPC following adoption by Council
- complete the City's Sustainable Transport Strategy
- complete the review and update of the City's Greening Plan
- continue work relating to improved outcomes for the Lake Richmond thrombolites
- review management plans in accordance with the Natural Areas Conservation Strategy.

# Strategic Planning and Environment Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	11,500	11,500	11,500	11,500	11,500
<b>Income Total</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(1,406,864)	(1,514,147)	(1,805,665)	(1,877,888)	(1,953,002)
Materials and contracts	(899,000)	(710,460)	(699,175)	(773,150)	(822,393)
<b>Expenditure Total</b>	<b>(2,305,864)</b>	<b>(2,224,607)</b>	<b>(2,504,840)</b>	<b>(2,651,038)</b>	<b>(2,775,395)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(2,294,364)</b>	<b>(2,213,107)</b>	<b>(2,493,340)</b>	<b>(2,639,538)</b>	<b>(2,763,895)</b>

Current FTE: 10.10



Proposed FTE: 1.00



# Strategic Planning and Environment

## Major Projects

Project	2025/2026	2026/2027	2027/2028
Communities Environment Program Projects	32,000	32,960	33,949
Greening Plan Review	0	45,000	0
Karnup District Structure Plan	100,000	0	0
<b>Total Major Operating Projects</b>	<b>132,000</b>	<b>77,960</b>	<b>33,949</b>

# Strategic Planning and Environment Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Sustainability and Environment Projects Officer	1.00
<b>Total Proposed FTE</b>	<b>1.00</b>

# Statutory Planning

# Statutory Planning

## Top achievements of the past year:

- received 388 Development Approvals with a total value of approx. \$288.2 million
- processed 115 Subdivision Applications and 53 Subdivision Clearances resulting in the creation of 1535 lots
- draft Heritage Survey and Heritage List, draft East Rockingham Heritage Area Policy, Heritage Assistance Grants related to Heritage Strategy 2020-2025.

# Statutory Planning

## Key Strategic Objectives for the next three years:

- the functions and responsibilities of the Statutory Planning Team will change in response to WAPC Planning Reforms
- Local Planning Policy review associated with Local Planning Scheme No.4
- business system improvements for processing Development Applications including 3D plan assessments
- implementing the adopted Heritage Strategy 2020-2025.



# Statutory Planning Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	1,066,000	1,097,980	1,130,919	1,164,847	1,199,794
Other revenue	(9,000)	(9,270)	(9,548)	(9,834)	(10,129)
<b>Income Total</b>	<b>1,057,000</b>	<b>1,088,710</b>	<b>1,121,371</b>	<b>1,155,013</b>	<b>1,189,665</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(1,744,630)	(1,925,373)	(2,002,309)	(2,202,415)	(2,290,426)
Materials and contracts	(152,500)	(157,075)	(161,789)	(166,641)	(171,641)
Other expenditure	(7,700)	(7,931)	(8,168)	(8,414)	(8,667)
<b>Expenditure Total</b>	<b>(1,904,830)</b>	<b>(2,090,379)</b>	<b>(2,172,266)</b>	<b>(2,377,470)</b>	<b>(2,470,734)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(847,830)</b>	<b>(1,001,669)</b>	<b>(1,050,895)</b>	<b>(1,222,457)</b>	<b>(1,281,069)</b>

Current FTE: 14.60



# Land and Development Infrastructure

# Land and Development Infrastructure

## Top achievements of the past year:

- ensured that developer contributed infrastructure is of an acceptable standard and accessible to seniors and to people with a disability
- created a shot hole borer information sheet, to guide on-site development works, ensuring all activities comply with the containment controls set by the Department of Primary Industries and Regional Development
- provided practical and pragmatic solutions when working with developers, including the use of outstanding work bonds, to enhance and expedite clearance administration timelines for lot development.

# Land and Development Infrastructure

## Key Strategic Objectives for the next three years:

- continue to work with developers to create recreational areas, which focus on enhancing community life through sustainable, accessible green spaces and streetscapes that reduce urban heat, improve air quality and support biodiversity and responsible water use
- remain focused on working collaboratively with engineering consultants to expedite project timelines, thereby encouraging investment and development activities across the City
- respond to the impacts of housing diversity and importantly smaller lot size densities.

# Land and Development Infrastructure Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	230,000	236,900	244,007	251,327	258,867
Non-operating grants, subsidies and contributions	800,000	800,000	800,000	800,000	800,000
<b>Income Total</b>	<b>1,030,000</b>	<b>1,036,900</b>	<b>1,044,007</b>	<b>1,051,327</b>	<b>1,058,867</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(1,267,023)	(1,328,615)	(1,393,226)	(1,460,997)	(1,532,088)
Materials and contracts	(31,500)	(31,415)	(32,357)	(33,328)	(34,328)
Other expenditure	(200)	(206)	(212)	(218)	(226)
<b>Expenditure Total</b>	<b>(1,298,723)</b>	<b>(1,360,236)</b>	<b>(1,425,795)</b>	<b>(1,494,543)</b>	<b>(1,566,642)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(268,723)</b>	<b>(323,336)</b>	<b>(381,788)</b>	<b>(443,216)</b>	<b>(507,775)</b>

Current FTE: 10.00



# Compliance and Emergency Liaison

# Compliance and Emergency Liaison

## Top achievements of the past year:

- the operations of the compliance and emergency team continue to be a major contributor in supporting residents and visitors of the City to feel and be safe
- leaders in embracing technology to support smart work practices in the field increasing the safety of officers and maximizing productivity
- continued to put the City at the forefront of Emergency Management Preparedness and Mitigation strategies as the metropolitan LG lead for the WACOSS Heat Vulnerability Project.

# Compliance and Emergency Liaison

## Key Strategic Objectives for the next three years:

- continue to increase the City's capabilities and capacity to appropriately prevent, prepare, respond and recover from emergencies and disasters through enhancement of local emergency management arrangements, plans and actions
- continue imbedding practices, processes and behaviour into the culture of the CEL Team
- continue the development and implementation of pro-active compliance and enforcement activities across the suites of CEL Team responsibilities to supplement the reactive complaint-based investigations.



# Compliance and Emergency Liaison Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	1,352,500	1,392,970	1,434,654	1,477,586	1,521,813
Operating grants, subsidies and contributions	107,000	110,210	113,516	116,922	120,430
Other revenue	10,000	18,120	18,243	18,372	18,503
<b>Income Total</b>	<b>1,469,500</b>	<b>1,521,300</b>	<b>1,566,413</b>	<b>1,612,880</b>	<b>1,660,746</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(7,128,718)	(7,412,606)	(7,916,635)	(8,231,970)	(8,559,877)
Materials and contracts	(742,500)	(764,775)	(787,726)	(811,351)	(835,696)
Other expenditure	(90,000)	(87,550)	(90,177)	(92,882)	(95,669)
<b>Expenditure Total</b>	<b>(7,961,218)</b>	<b>(8,264,931)</b>	<b>(8,794,538)</b>	<b>(9,136,203)</b>	<b>(9,491,242)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(6,491,718)</b>	<b>(6,743,631)</b>	<b>(7,228,125)</b>	<b>(7,523,323)</b>	<b>(7,830,496)</b>

Current FTE: 69.94



# Health and Building Services

# Health and Building Services

## Top achievements of the past year:

- issued 4,425 building approvals comprising of 2,998 building permits, 667 other building approvals (swimming pools, demolitions, occupancy permits, caravan park homes) and 760 residential design approvals
- undertook 1,217 food premises inspections and 734 water samples, responded to 1,190 health complaints (including 441 noise complaints) and continued with ongoing mosquito monitoring and treatment in Karnup
- issued 300 outdoor event approvals, 705 traders permits for trading on public land, and processed 388 facility and reserve hire bookings.

# Health and Building Services

## Key Strategic Objectives for the next three years:

- the introduction of Stage 5B and Stage 5C of the *Public Health Act 2016* (during 2025 and 2026) will result in new health legislation and priorities
- the development of new Health Local Laws
- the development of a new Public Health Plan
- the delivery of an online bookings module for City facilities hire, reserve hire and fixed location food traders permit applications (expected 2025).

# Health Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	266,750	265,750	265,750	265,750	265,750
<b>Income Total</b>	<b>266,750</b>	<b>265,750</b>	<b>265,750</b>	<b>265,750</b>	<b>265,750</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(1,893,532)	(2,151,987)	(2,238,063)	(2,327,582)	(2,420,682)
Materials and contracts	(130,000)	(111,080)	(112,192)	(113,338)	(114,518)
Other expenditure	(2,200)	0	0	0	0
<b>Expenditure Total</b>	<b>(2,025,732)</b>	<b>(2,263,067)</b>	<b>(2,350,255)</b>	<b>(2,440,920)</b>	<b>(2,535,200)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(1,758,982)</b>	<b>(1,997,317)</b>	<b>(2,084,505)</b>	<b>(2,175,170)</b>	<b>(2,269,450)</b>

Health Services  
Current FTE: 16.50



# Building Services Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Other revenue	12,000	12,000	12,000	12,000	12,000
<b>Income Total</b>	<b>1,662,000</b>	<b>1,662,000</b>	<b>1,662,000</b>	<b>1,662,000</b>	<b>1,662,000</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(1,613,356)	(1,761,183)	(1,831,627)	(2,024,983)	(2,105,980)
Materials and contracts	(37,500)	0	0	0	0
<b>Expenditure Total</b>	<b>(1,650,856)</b>	<b>(1,761,183)</b>	<b>(1,831,627)</b>	<b>(2,024,983)</b>	<b>(2,105,980)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>11,144</b>	<b>(99,183)</b>	<b>(169,627)</b>	<b>(362,983)</b>	<b>(443,980)</b>



# Building Services Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Residential Design Officer	0.40
<b>Total Proposed FTE</b>	<b>0.40</b>

# General Management Services Overview



# General Management Services Financial Overview 2025/2026

Department	Overview: 2025/2026		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
General Management Services Directorate and Support	0	(1,018,062)	(1,018,062)
Governance and Councillor Support	1,000	(2,685,180)	(2,684,180)
Human Resources Development	356,866	(3,944,559)	(3,587,693)
Strategy, Marketing and Communications	0	(1,594,968)	(1,594,968)
Legal Services and General Counsel	0	(633,222)	(633,222)
<b>Operating Total Surplus/(Deficit)</b>	<b>357,866</b>	<b>(9,875,991)</b>	<b>(9,518,125)</b>

# General Management Services

## Five Year Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating</b>					
<b>Income</b>					
Fees and charges	500	500	500	500	500
Other revenue	357,366	59,072	60,829	62,639	64,503
<b>Income Total</b>	<b>357,866</b>	<b>59,572</b>	<b>61,329</b>	<b>63,139</b>	<b>65,003</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(6,533,927)	(6,764,135)	(7,002,629)	(7,249,712)	(7,505,704)
Materials and contracts	(2,689,145)	(1,806,081)	(2,436,983)	(1,700,310)	(2,319,585)
Other expenditure	(652,919)	(632,337)	(651,307)	(670,846)	(690,972)
<b>Expenditure Total</b>	<b>(9,875,991)</b>	<b>(9,202,553)</b>	<b>(10,090,919)</b>	<b>(9,620,868)</b>	<b>(10,516,261)</b>
<b>Operating Total Surplus / (Deficit)</b>	<b>(9,518,125)</b>	<b>(9,142,981)</b>	<b>(10,029,590)</b>	<b>(9,557,729)</b>	<b>(10,451,258)</b>

# General Management Services

## Current and Proposed FTE

Department	Current FTE	Proposed Staff FTE: 5 Years				
		2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
General Management Services – Directorate and Support	5.00	-	-	-	-	-
Governance and Councillor Support	6.80	-	-	-	-	-
Human Resources Development	21.61	-	-	-	-	-
Strategy, Marketing and Communications	7.03	0.80	-	-	-	-
Legal Services and General Counsel	2.00	-	-	-	-	-
<b>Total</b>	<b>42.44</b>	<b>0.80</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# **General Management Services Directorate and Support**

# General Management Services Directorate and Support

## Top achievements of the past year:

- a clean Compliance Audit Return
- the City was included in the Office of the Auditor General for Western Australia's (OAG) top 20 best practice local government entities for the 2022-2023 Financial Audit Results
- proactive internal audit reviews of OAG performance audits
- 76% of respondents to the 2024 Annual Resident Perception Survey found the City to be performing well in the overall delivery of services, facilities, infrastructure and programs
- finalised replacement Industrial Agreement for inside workforce
- continued success of the Annual WHS Awards
- liaison with the Australian Submarine Agency on the establishment of a community information in Rockingham
- state funding of \$7M for the Kulija/Baldivis intersection upgrade
- state and federal funding for studies into the feasibility of the Garden Island Highway
- Western Australia's Project of the Year - Baldivis Sport Complex – joint winner of National Project of the Year as part of the AFL's Ken Gannon Community Football Facilities Awards 2023.

## General Management Services Directorate and Support Key Strategic Objectives for the next three years:

- ongoing implementation of the Strategic Community Plan (2023-2033)
- ongoing promotion of the City's Advocacy Plan
- AUKUS - ongoing collaboration and advocacy with key stakeholders
- implementation of the outcomes of the Bulk Verge Collection review.

# General Management Services Directorate and Support Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(901,942)	(937,899)	(975,291)	(1,014,174)	(1,054,609)
Materials and contracts	(114,060)	(117,482)	(121,006)	(124,637)	(128,377)
Other expenditure	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)
<b>Expenditure Total</b>	<b>(1,018,062)</b>	<b>(1,057,503)</b>	<b>(1,098,482)</b>	<b>(1,141,062)</b>	<b>(1,185,305)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(1,018,062)</b>	<b>(1,057,503)</b>	<b>(1,098,482)</b>	<b>(1,141,062)</b>	<b>(1,185,305)</b>

Current FTE: 5.00



# Legal and General Counsel



# Legal and General Counsel

## Top achievements of the past year:

- continued development of revised Australian Standard contracts to accommodate the *Building and Construction Industry (Security of Payment) Act 2021*, Unfair Contract Terms provisions and Work Health and Safety requirements
- continued development of template procurement documents to assist other directorates with preparing enforceable contracts and scope of services, in addition to improving efficiency
- responding to heightened regulatory scrutiny.

# Legal and General Counsel

## Key Strategic Objectives for the next three years:

- assist CEO with the achievement of his Key Focus Areas
- investigate opportunities for contract simplification through the use of software, AI and Office 365
- team development.

# Legal and General Counsel Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(537,422)	(558,850)	(581,134)	(604,308)	(628,407)
Materials and contracts	(95,300)	(98,159)	(101,103)	(104,137)	(107,261)
Other expenditure	(500)	(515)	(530)	(546)	(563)
<b>Expenditure Total</b>	<b>(633,222)</b>	<b>(657,524)</b>	<b>(682,767)</b>	<b>(708,991)</b>	<b>(736,231)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(633,222)</b>	<b>(657,524)</b>	<b>(682,767)</b>	<b>(708,991)</b>	<b>(736,231)</b>

Current FTE: 2.00



# Human Resource Development

# Human Resource Development

## Top achievements of the past year:

- successful development of the WHS Plan 2024-2027
- development of and progress towards implementation of the City's People Plan 2024-2026 initiatives
- implementation of the City's Learning and Development initiatives.

# Human Resource Development

## Key Strategic Objectives for the next three years:

- negotiating two replacement City of Rockingham industrial agreements
- continued implementation of the City's People Plan, Learning and Development initiatives and EEO Management Plan
- review of the City's workplace behaviour framework.

# Human Resource Development Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Other revenue	356,866	58,572	60,329	62,139	64,003
<b>Income Total</b>	<b>356,866</b>	<b>58,572</b>	<b>60,329</b>	<b>62,139</b>	<b>64,003</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(3,261,569)	(3,362,074)	(3,465,696)	(3,572,541)	(3,682,706)
Materials and contracts	(682,990)	(703,480)	(724,585)	(746,321)	(768,711)
<b>Expenditure Total</b>	<b>(3,944,559)</b>	<b>(4,065,554)</b>	<b>(4,190,281)</b>	<b>(4,318,862)</b>	<b>(4,451,417)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(3,587,693)</b>	<b>(4,006,982)</b>	<b>(4,129,952)</b>	<b>(4,256,723)</b>	<b>(4,387,414)</b>

Current FTE: 21.61



# Governance and Councillor Support



# Governance and Councillor Support

## Top achievements of the past year:

- *Cat Amendment Local Law 2024*
- compliance, Policy and Reform
- Ako Choir visit March 2024
- upgrade of live streaming capability to enable legislative compliance.

# Governance and Councillor Support

## Key Strategic Objectives for the next three years:

- local government elections 2025
- advocacy plan and register review
- local government reform
- continue regular training/development sessions for council members on relevant local government topics
- ongoing deployment of ATTAIN software (compliance calendar, gifts, authorisations)
- deployment of Doc Assembler software (reports, agendas, minute and actions)
- progress a City of Rockingham Governance Framework
- compliance and policy development.

# Governance and Councillor Support Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
Fees and charges	500	500	500	500	500
Other revenue	500	500	500	500	500
<b>Income Total</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(843,026)	(876,147)	(910,577)	(946,362)	(983,562)
Materials and contracts	(1,191,795)	(357,410)	(951,931)	(379,178)	(974,349)
Other expenditure	(650,359)	(629,700)	(648,592)	(668,049)	(688,090)
<b>Expenditure Total</b>	<b>(2,685,180)</b>	<b>(1,863,257)</b>	<b>(2,511,100)</b>	<b>(1,993,589)</b>	<b>(2,646,001)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(2,684,180)</b>	<b>(1,862,257)</b>	<b>(2,510,100)</b>	<b>(1,992,589)</b>	<b>(2,645,001)</b>

Current FTE: 6.80



# Governance and Councillor Support

## Major Projects

Project	2025/2026	2026/2027	2027/2028
Agenda and Minutes Software	70,000	0	0
<b>Total Major Operating Projects</b>	<b>70,000</b>	<b>0</b>	<b>0</b>

# Strategy, Marketing and Communications

# Strategy, Marketing and Communications

## Top achievements of the past year:

- coordination of the Australia Day event date survey
- development of the Community Engagement Framework toolkit
- major review of the Business Continuity Plan.

# Strategy, Marketing and Communications

## Key Strategic Objectives for the next three years:

- successful implementation of FOGO through sustained communications and education
- finalise the review of communications including
  - Council Policy, Executive Policies and procedures
  - distribution through platforms both traditional and digital
  - Intellectual Property
- provide strategic communications to keep the community informed on AUKUS and strategic advocacy.

# Strategy, Marketing and Communications Financial Summary

Resource and Cost (\$)	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>Operating Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>					
Employee costs (Inc Workers Comp)	(989,968)	(1,029,165)	(1,069,931)	(1,112,327)	(1,156,420)
Materials and contracts	(605,000)	(529,550)	(538,358)	(346,037)	(340,887)
<b>Expenditure Total</b>	<b>(1,594,968)</b>	<b>(1,558,715)</b>	<b>(1,608,289)</b>	<b>(1,458,364)</b>	<b>(1,497,307)</b>
<b>Operating Total Surplus/(Deficit)</b>	<b>(1,594,968)</b>	<b>(1,558,715)</b>	<b>(1,608,289)</b>	<b>(1,458,364)</b>	<b>(1,497,307)</b>

Current FTE: 7.03



Proposed FTE: 0.80





# Strategy, Marketing and Communications

## Major Projects

Project	2025/2026	2026/2027	2027/2028
Benchmarking	15,000	15,450	15,914
Project Management Framework Online Integration	5,000	5,150	5,305
<b>Total Major Operating Projects</b>	<b>20,000</b>	<b>20,600</b>	<b>21,219</b>

# Strategy, Marketing and Communications

## Proposed Staff

Proposed Staff Job Title	2025/2026 FTE
Strategic Projects Officer	0.80
<b>Total Proposed FTE</b>	<b>0.80</b>

