



City of Rockingham

Business Plan

2026/2027 – 2035/2036

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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



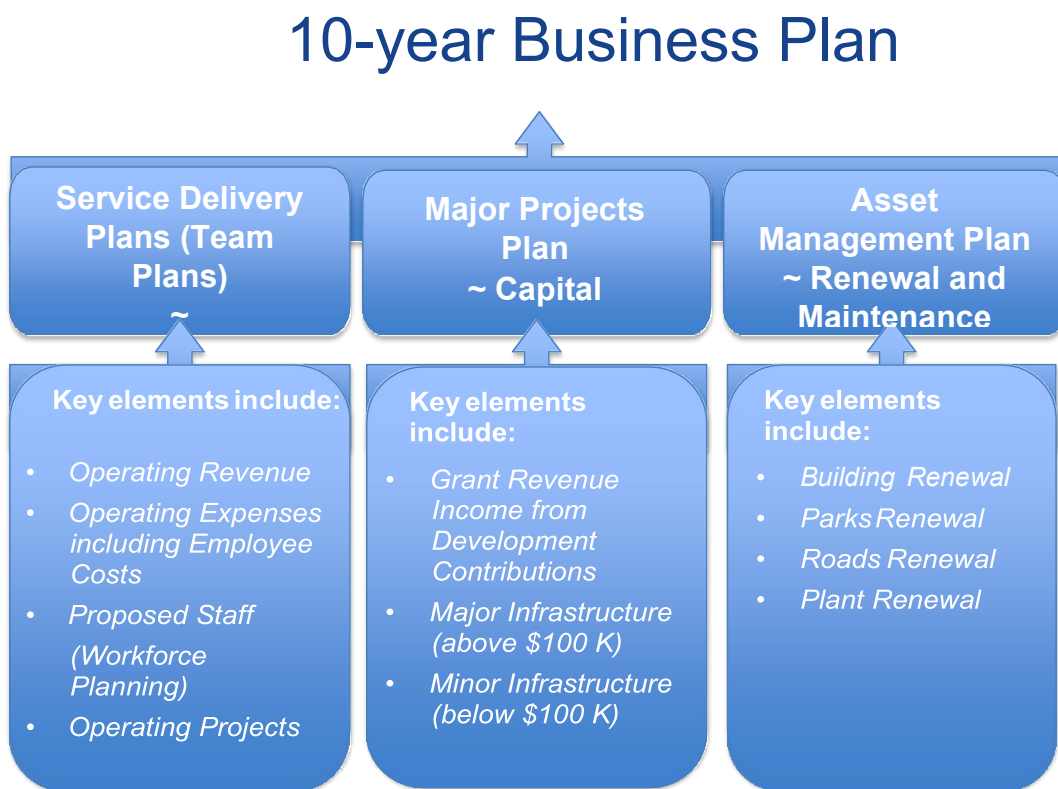
In considering the above comments, the City of Rockingham Business Plan is the best estimate of future financial forecasting, subject to volatile movements often beyond the control of local government. With this taken into context, it should be understood that the Business Plan is a primarily strategic 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
Safety Bay Foreshore Community Facility	2026/2027	\$11,000,000
Aqua Jetty Stage Two	2026/2027	\$62,700,000
Rockingham Foreshore Activity Node	2027/2028	\$4,188,000
Warnbro Community Recreation Centre Redevelopment	2027/2028	\$8,767,000
East Baldivis Recreation Reserve	2028/2029	\$8,791,000
Baldivis Outdoor Courts	2029/2030	\$1,716,000
Secret Harbour Community Library	2029/2030	\$1,898,000
Rockingham Aquatic Centre Redevelopment	2029/2030	\$26,237,000
Waikiki/Warnbro Outdoor Recreation Space	2031/2032	\$1,617,000
Lark Hill Sportsplex Norther Expansion – Ovals and Sports Pavilion	2031/2032	\$24,859,000
Arpenteur Park Master Plan	2033/2034	\$4,904,000

Other Civic/Civil Development	Construction Start Year	Total Project Cost
New Southern Depot	2028/2029	\$25,000,000
Mike Barnett Sports Complex Master Plan	2028/2029	\$18,695,000
Safety Bay Tennis Club Redevelopment	2034/2035	\$2,720,000

1.6 Key Assumptions

- All revenues and expenses from the Millar Road Landfill Facility have been quarantined and clearly indicated where included. Implications associated with alternate waste treatments beyond landfilling have been included where these are understood.
- 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 CPI nationally is targeted to be between 2% and 3%. 12-month Perth CPI as of December 2025, January 2026 and February 2026 are 4.4%, 4.9% and 4.9%, respectively. Income and expenses for year 1 of the Plan reflected the current cost escalation pressure. However, only 3% was used for the remainder of the Plan being the rate that reflects RBA's target inflation.
- Rate increases for the first three years of the Plan is 4.92% and year four onwards at 3.5%. The Plan allows 0.75% of rates to be allocated directly to coastal hazard risk management and adaptation planning (**CHRMAP**) in Year 1. These funds will be transferred directly into cash reserves each and every year. From 2027/2028, funds transferred includes 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 recurring 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 3.0% per annum.
- Contributions and reimbursements have been calculated to increase at 3.0% 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 3.0% per annum.
- Increases in the sanitation charges will be in line with the increase in cost of service and are submitted to Council via the fees and charges.
- Interest rates were increased in the most recent RBA announcement, with the cash rate lifted from 3.6% in November 2025 to 4.10%. While the RBA remains data-dependent, it has signalled that further increases are possible in May and August if inflation remains elevated, though it may also pause to assess incoming economic data. Estimated interest income on the City's "unrestricted funds" has been increased in year one to reflect the higher interest earned in recent years from higher interest rates and carry forward funds but is forecasted to remain static from year two onwards. Cash holdings are expected to remain stable upon completion of the current carry forward projects and therefore stable interest income in future years. 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.
- For all other income, allowances have been made for these to increase by approximately 3.0% 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 such as FOGO (Food Organics and Garden Organics).

- Employee costs are expected to increase in line with industry expectations in the forthcoming years in addition to annual increments as per the enterprise agreements. This will need to be reviewed annually with staff number increases related to population growth.
- Materials and contractors can fluctuate depending upon what is planned in each year. A base figure used from modified current budget, with 3.0% annual increases. It is traditionally very difficult to predict.
- Utilities have been calculated to increase at 3.0% 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 3.0% 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 3.0%. 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 capital works. 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

Consistent with previous years, this Plan continues to commit significant investment toward the delivery of new community infrastructure over the next decade, while maintaining a strong focus on minimising rate increases wherever possible. However, delivery of this Plan is subject to increased uncertainty due to broader global economic and geopolitical conditions.

As the City's population continues to grow, new community facilities must be developed in parallel with the renewal and replacement of existing assets. Achieving an appropriate balance between these competing priorities remains challenging and is increasingly influenced by international instability. Ongoing global conflicts are contributing to supply-chain disruptions, increased competition for construction materials, and upward pressure on project costs. These factors when combined with changing community priorities arising from strategic defence initiatives such as AUKUS, necessitate a flexible and responsive approach to infrastructure planning. It is therefore essential that the full lifecycle costs of all new assets are carefully assessed and incorporated into long-term financial projections. Local delivery constraints remain significant, with continued difficulty in attracting skilled contractors and staff in Western Australia, pressures that are being intensified by labour demand associated with defence, infrastructure, and related strategic projects.

Revenue generated from the Millar Road Landfill requires continued close monitoring. The transition toward alternative waste treatment methods that are not subject to the State landfill levy is expected to result in a significant decline in revenue over time. Global uncertainty, including shifts in international markets and regulatory priorities, may further accelerate changes in waste management practices and revenue outcomes. While actions are being undertaken to ensure the landfill continues to contribute to the City's revenue base, returns are anticipated to be substantially lower than in prior years. The City must therefore actively plan for a future where extraordinary

revenue from this facility is no longer available. Should this occur earlier than anticipated, options may include rate increases above current projections, identification of alternative revenue sources, or adjustment to the timing and scale of planned infrastructure delivery.

The City continues to face financial challenges in this evolving economic environment. Where revenue does not meet expectations, debt may be required to support long-term planning and infrastructure delivery. This Plan incorporates a material level of borrowings to progress identified projects. The war in the Middle East have increased uncertainty around inflation, interest rates, and access to labour and materials. These factors heighten the importance of prudent debt management and conservative financial assumptions. Modest rate increases have been applied to support debt servicing, maintain operational services, and sustain service levels as the City's asset base grows. The City remains heavily reliant on residential rate income and lacks diversity in its rate base when compared to similar local governments, particularly due to the absence of a major rate-generating industrial precinct. This structural limitation is acknowledged, and the City continues to pursue employment-generating and revenue-diversifying land uses within its boundaries.

Given the above considerations, the City has limited capacity to finance additional new facilities without increasing rates beyond forecast levels or securing alternative revenue streams. While debt may form part of the funding response, its application must be carefully weighed against long-term repayment obligations, particularly in a period of global economic uncertainty. The City will continue to actively seek grant funding opportunities to offset capital costs, noting that increased demand for funding at State and Federal levels due to defence and strategic infrastructure priorities may intensify competition for available resources.

Notwithstanding these constraints, the Business Plan must remain sufficiently flexible to respond to changing circumstances. When new opportunities or challenges arise, Council should be prepared to adjust forward planning where appropriate to maximise potential benefits. Any such changes, including those associated with grant-funded projects, should be carefully assessed to ensure they do not materially compromise the City's core objectives or long-term financial and strategic sustainability.

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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
Safety Bay Foreshore Community Facility	2026/2027	\$ 11,000,000
Aqua Jetty Stage Two	2026/2027	\$ 62,700,000
Rockingham Foreshore Activity Node	2027/2028	\$ 4,188,000
Warnbro Community Recreation Centre Redevelopment	2027/2028	\$ 8,767,000
East Baldivis Recreation Reserve (Shared Use)	2028/2029	\$ 8,791,000
Baldivis Outdoor Courts	2029/2030	\$ 1,716,000
Secret Harbour Community Library	2029/2030	\$ 1,898,000
Rockingham Aquatic Centre Redevelopment	2029/2030	\$ 26,237,000
Waikiki/Warnbro Outdoor Recreation Space	2031/2032	\$ 1,617,000
Lark Hill Northern Expansion - Ovals and Sports Pavillion	2031/2032	\$ 24,859,000
Arpenteur Park Master Plan	2033/2034	\$ 4,904,000

Other Civic/Civil Development

New Southern Depot	2028/2029	\$ 25,000,000
Mike Barnett Sports Complex Master Plan	2028/2029	\$ 18,695,000
Safety Bay Tennis Club Redevelopment	2034/2035	\$ 2,720,000

Other Information

Year	Op. Revenue	Gross Debt	Debt Raised	Debt Ratio to Op. Revenue
2026/2027	\$ 192,000,000	\$ 49,400,000	\$ 46,000,000	25.7%
2027/2028	\$ 204,900,000	\$ 57,900,000	\$ 12,000,000	28.3%
2028/2029	\$ 215,300,000	\$ 80,900,000	\$ 27,700,000	37.6%
2029/2030	\$ 220,900,000	\$ 99,300,000	\$ 24,100,000	45.0%
2030/2031	\$ 228,100,000	\$ 101,900,000	\$ 10,000,000	44.7%
2031/2032	\$ 241,100,000	\$ 108,100,000	\$ 15,000,000	44.8%
2032/2033	\$ 250,300,000	\$ 98,300,000	\$ -	39.3%
2033/2034	\$ 258,000,000	\$ 87,800,000	\$ -	34.0%
2034/2035	\$ 267,700,000	\$ 76,700,000	\$ -	28.7%
2035/2036	\$ 282,100,000	\$ 64,900,000	\$ -	23.0%

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2.2 Major Projects - Listed By Years - Detailed											
PROJECTS	Additional Comments	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Major Landfill Expenses (excluding Plant)	See Note 3.6 for dissection	6,193,000	0	0	3,489,077	3,593,750	0	0	3,926,987	4,044,797	0
Plant Replacement - Landfill Major Plant	See Note 5.4 for dissection	620,000	1,265,000	192,000	650,000	2,373,000	860,000	1,722,000	860,000	1,890,000	1,745,000
		6,813,000	1,265,000	192,000	4,139,077	5,966,750	860,000	1,722,000	4,786,987	5,934,797	1,745,000
	Landfill Discretionary Money Available (Note 2.4)	9,662,806	9,952,690	10,251,271	10,558,809	10,875,573	11,201,840	11,537,896	11,884,034	12,240,556	12,607,772
	Net Landfill Contribution to City	2,849,806	8,687,690	10,059,271	6,419,732	4,908,823	10,341,840	9,815,896	7,097,047	6,305,759	10,862,772
Community Infrastructure Plan											
Anniversary Park Clubroom Redevelopment	Community Infrastructure Plan Page 101	1,340,232	-	-	-	-	-	-	-	-	-
Autumn Centre Redevelopment	Community Infrastructure Plan Page 103	2,970,000	-	-	-	-	-	-	-	-	-
Safety Bay Foreshore Community Facility	Community Infrastructure Plan Page 105	6,600,000	3,300,000	-	-	-	-	-	-	-	-
Aqua Jetty Stage Two	Community Infrastructure Plan Page 113	43,210,000	18,493,468	-	-	-	-	-	-	-	-
Rockingham Foreshore Activity Node	Community Infrastructure Plan Page 115	246,704	2,512,800	1,256,400	-	-	-	-	-	-	-
Warnbro Community Recreation Centre	Community Infrastructure Plan Page 107	423,731	4,462,200	2,231,100	-	-	-	-	-	-	-
East Baldivis Recreation Reserve (Shared Use)	Community Infrastructure Plan Page 117	439,550	439,550	5,274,600	2,637,300	-	-	-	-	-	-
Baldivis Outdoor Courts	Community Infrastructure Plan Page 119	-	85,800	85,800	1,029,600	514,800	-	-	-	-	-
Secret Harbour Community Library	Community Infrastructure Plan Page 121	-	94,900	94,900	1,138,800	569,400	-	-	-	-	-
Rockingham Aquatic Centre Redevelopment	Community Infrastructure Plan Page 123	-	1,311,850	1,311,850	15,742,200	7,871,100	-	-	-	-	-
Waikiki/Warnbro Outdoor Recreation Space	Community Infrastructure Plan Page 125	-	-	-	80,850	80,850	970,200	485,100	-	-	-
Pavillion	Community Infrastructure Plan Page 127	-	-	-	1,242,950	1,242,950	14,915,400	7,457,700	-	-	-
Arpenteur Park Master Plan	Community Infrastructure Plan Page 109	-	-	-	-	-	245,200	245,200	2,942,400	1,471,200	-
Other Capital Expenditure											
Plant Replacement - Passenger Vehicles	See Note 5.1 for dissection	94,500	142,500	436,500	477,000	512,000	188,000	135,000	438,500	588,000	623,500
Plant Replacement - Light Commercial Vehicles	See Note 5.2 for dissection	385,000	838,000	914,000	923,000	738,000	497,000	825,000	997,000	1,062,000	794,000
Plant Replacement - Waste Collection Major Plant	See Note 5.3 for dissection	0	1,400,000	600,000	1,920,000	1,435,000	1,450,000	486,200	2,000,000	1,505,000	1,525,000
Plant Replacement - Parks Major Plant	See Note 5.5 for dissection	1,320,000	1,625,400	1,465,000	2,312,500	1,081,000	2,127,600	791,000	2,218,800	1,276,500	1,519,500
Plant Replacement - Technical Services Major Plant	See Note 5.6 for dissection	270,000	917,000	196,000	517,000	358,500	368,400	261,000	470,000	518,800	521,000
Plant Replacement - Miscellaneous Major Plant	See Note 5.7 for dissection	47,000	205,500	463,500	191,700	190,600	152,000	23,000	120,000	32,500	37,400
IT Replacement Equipment/Upgrades	See Note 3.1 for dissection	1,519,000	1,205,000	800,000	800,000	1,400,000	1,144,800	1,144,800	1,144,800	1,144,800	1,144,800
Parks and Nature Reserves	See Note 3.2 for dissection	8,937,159	11,437,150	6,764,177	5,177,930	5,571,500	5,821,014	5,966,539	6,115,702	6,268,595	6,425,310
Buildings and Facilities	See Note 3.3 for dissection	6,536,030	7,294,448	2,094,031	3,260,000	4,680,000	5,696,942	5,839,366	5,985,350	6,134,984	6,288,358
Roads and Transportation	See Note 3.4 for dissection	16,539,528	17,769,931	16,600,133	11,417,493	18,989,046	11,166,420	11,445,581	11,731,720	12,025,013	12,325,639
Marine Infrastructure	See Note 3.5 for dissection	1,030,000	1,025,000	1,500,000	1,500,000	1,500,000	2,129,891	2,183,139	2,237,717	2,293,660	2,351,001
Infrastructure under 100k	See Note 3.7 for dissection	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000
Other Civic/Civil Development											
New Southern Depot		0	2,500,000	15,000,000	7,500,000						
Lotteries House/Community Hub		400,000									
Mike Barnett Sports Complex Master Plan		935,000	935,000	11,217,000	5,609,000						
Safety Bay Tennis Club Redevelopment								136,000	136,000	1,632,000	816,000
		37,198,217	44,379,929	32,353,341	29,017,323	36,975,646	31,261,567	29,620,125	33,979,089	33,369,852	34,075,508
		93,763,184	78,515,247	68,824,991	63,997,523	47,254,746	47,392,367	37,944,125	37,057,489	36,473,052	34,891,508
Net Reserve Transfer	See Note 4.1 for further information	(8,485,461)	(23,031,779)	6,063,236	(6,132,636)	(6,442,948)	4,999,034	848,457	(552,144)	2,925,327	12,978,340
	TOTALS EXPENDITURE EXCLUDING LANDFILL	85,277,723	55,483,468	74,888,227	57,864,887	40,811,798	52,391,401	38,792,582	36,505,345	39,398,379	47,869,848
Developer Contribution Scheme											
		(2,450,999)	(2,448,330)	(2,389,289)	(2,348,134)	(2,320,354)	(2,349,303)	(2,284,284)	0	0	0
Commitments - What is projected to o											
Ln1	Anniversary Park	10 Years	See Note 4.2 for Further Information	0	0	0	0	0	0	0	0
Ln2	Aqua Jetty Stage 2	10 Years	See Note 4.2 for Further Information	(35,000,000)	0	0	0	0	0	0	0
Ln3	Safety Bay Foreshore Community	10 Years	See Note 4.2 for Further Information	(11,000,000)	0	0	0	0	0	0	0
Ln4	Rockingham Foreshore Activity N	10 Years	See Note 4.2 for Further Information	0	(3,300,000)	0	0	0	(3,300,000)	0	0
Ln5	Warnbro Community Recreation C	10 Years	See Note 4.2 for Further Information	0	(8,700,000)	0	0	0	0	0	0
Ln6	New Southern Depot	20 Years	See Note 4.2 for Further Information	0	0	(12,000,000)	0	0	0	0	0
Ln7	East Baldivis Recreation Reserve	10 Years	See Note 4.2 for Further Information	0	0	(5,000,000)	0	0	0	0	0
Ln8	Mike Barnett Sports Complex Ma	10 Years	See Note 4.2 for Further Information	0	0	(10,700,000)	0	0	0	0	0
Ln9	Rockingham Aquatic Centre	10 Years	See Note 4.2 for Further Information	0	0	(22,000,000)	0	0	0	0	0
Ln10	Baldivis Outdoor Courts	10 Years	See Note 4.2 for Further Information	0	0	(1,000,000)	0	0	0	0	0
Ln11	Secret Harbour Library	10 Years	See Note 4.2 for Further Information	0	0	(1,100,000)	0	0	0	0	0
Ln12	Asset Management	10 Years	See Note 4.2 for Further Information	0	0	0	(10,000,000)	0	0	0	0
Ln13	Lark Hill Sportsplex Northern Exp	10 Years	See Note 4.2 for Further Information	0	0	0	0	(15,000,000)	0	0	0
Ln14	2032-33 Loans	10 Years	See Note 4.2 for Further Information	0	0	0	0	0	0	0	0
Ln15	2033-34 Loans	10 Years	See Note 4.2 for Further Information	0	0	0	0	0	0	0	0
Ln16	2034-35 Loans	10 Years	See Note 4.2 for Further Information	0	0	0	0	0	0	0	0
Ln17	2035-36 Loans	10 Years	See Note 4.2 for Further Information	0	0	0	0	0	0	0	0
	LESS: Raising of Loans for Acquisitions =	(46,000,000)	(12,000,000)	(27,700,000)	(24,100,000)	(10,000,000)	(15,000,000)	0	0	0	0
	TOTALS COSTS LESS LOAN REVENUE OF ALL GROUPS	36,826,724	41,038,138	44,798,938	31,416,753	28,491,444	35,042,098	36,508,298	36,505,345	39,398,379	47,869,848
	Latest Calculation - Discretionary Money Available (Note 2.3)	14,963,797	14,625,662	16,839,417	16,364,296	15,983,614	17,684,461	18,909,352	22,357,456	26,023,454	29,919,033
	DIFFERENCE	(19,013,121)	(17,724,786)	(17,900,251)	(8,632,725)	(7,599,007)	(7,015,777)	(7,783,050)	(7,050,842)	(7,069,167)	(7,088,042)
	Contribution from Grants and Other Sources	(19,013,121)	(17,724,786)	(17,900,251)	(8,632,725)	(7,599,007)	(7,015,777)	(7,783,050)	(7,050,842)	(7,069,167)	(7,088,042)
	Balance of Funds from Prior Year	0	0	0	0	0	0	0	0	0	0
	ALLOCATABLE AMOUNT	0	0	0	0	0	0	0	0	0	0
	Debt Servicing Ratio	0.62%	2.79%	3.00%	4.35%	5.64%	5.89%	6.48%	6.29%	6.06%	5.75%
	Not Recommended to Exceed 8%										
	Gross Debt to Operating Revenue Ratio	25.73%	28.26%	37.58%	44.95%	44.68%	44.84%	39.26%	34.02%	28.64%	22.99%
	Not Recommended to Exceed 45%										

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2.3 10 Year Financial Projections Model - Period 2026/2027 to 2035/2036 - Surplus Calculations

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
OPERATING INCOME										
Rates including Interims	126,734	134,237	142,183	148,582	155,268	162,255	169,556	177,186	185,160	193,492
Total Grants, Subsidies and Contributions - Operating	7,967	8,206	8,452	8,705	8,966	9,235	9,512	9,798	10,092	10,395
Total Fees & Charges	56,911	58,619	60,377	62,189	64,054	65,976	67,955	69,994	72,094	74,256
Total Interest Earnings	9,968	9,430	9,229	9,440	9,349	9,532	9,907	10,161	10,480	11,153
Other Income	15,748	16,221	16,708	17,209	17,725	18,257	18,805	19,369	19,950	20,548
Less Landfill Income	(27,500)	(28,325)	(29,175)	(30,050)	(30,951)	(31,880)	(32,836)	(33,822)	(34,836)	(35,881)
TOTAL OPERATING INCOME	189,829	198,387	207,774	216,075	224,411	233,375	242,899	252,686	262,938	273,963
OPERATING EXPENDITURE										
Total Employee Costs	(82,003)	(86,104)	(90,409)	(94,929)	(97,777)	(100,710)	(103,732)	(106,844)	(110,049)	(113,350)
Total Materials & Contracts	(63,547)	(65,453)	(67,417)	(69,439)	(71,522)	(73,668)	(75,878)	(78,154)	(80,499)	(82,914)
Utility Charges	(8,120)	(8,364)	(8,615)	(8,873)	(9,139)	(9,414)	(9,696)	(9,987)	(10,286)	(10,595)
Insurance	(1,588)	(1,636)	(1,685)	(1,735)	(1,787)	(1,841)	(1,896)	(1,953)	(2,012)	(2,072)
Interest Payable on existing Loans	(119)	(48)	0	0	0	0	0	0	0	0
Depreciation	(32,850)	(34,861)	(36,457)	(37,837)	(39,200)	(40,265)	(41,230)	(42,023)	(42,860)	(43,708)
Other Expenditure	(27,578)	(28,406)	(29,258)	(30,136)	(31,040)	(31,971)	(32,930)	(33,918)	(34,936)	(35,984)
Add Back Landfill Expenditure	17,837	18,372	18,923	19,491	20,076	20,678	21,299	21,937	22,596	23,273
TOTAL OPERATING EXPENDITURE	(197,969)	(206,499)	(214,916)	(223,459)	(230,390)	(237,190)	(244,063)	(250,941)	(258,046)	(265,350)
Net Operating Result	(8,140)	(8,112)	(7,142)	(7,384)	(5,979)	(3,815)	(1,164)	1,745	4,893	8,613
Add Back Depreciation - non cash	32,850	34,861	36,457	37,837	39,200	40,265	41,230	42,023	42,860	43,708
Less: Non-recurrent Operating Projects	(3,560)	(1,862)	(1,747)	0	0	0	0	0	0	0
Less: Revenue foregone - Aqua Jetty Stage 2 construction	0	(4,705)	0	0	0	0	0	0	0	0
Add: Materials savings - Aqua Jetty Stage 2 construction	0	2,040	0	0	0	0	0	0	0	0
Add: Salary savings - Aqua Jetty Stage 2 construction	0	2,573	0	0	0	0	0	0	0	0
Less Reserves Interest	(4,998)	(4,460)	(4,259)	(4,470)	(4,379)	(4,562)	(4,937)	(5,191)	(5,510)	(6,183)
Less Principle Repayment on Existing Loans	(1,013)	(853)	0	0	0	0	0	0	0	0
Less Principle and Interest on Proposed Loans	(175)	(4,857)	(6,470)	(9,619)	(12,858)	(14,203)	(16,219)	(16,219)	(16,219)	(16,219)
Subtotal	(174,865)	(183,761)	(190,935)	(199,710)	(208,428)	(215,691)	(223,989)	(230,329)	(236,915)	(244,044)
PROJECTED OPERATING SURPLUS	14,964	14,626	16,839	16,364	15,984	17,684	18,909	22,357	26,023	29,919

2.4 10 Year Financial Projections Model - Period 2026/2027 to 2035/2036 - Surplus Calculations - Landfill

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
OPERATING INCOME										
Landfill Operations	24,000	24,720	25,462	26,225	27,012	27,823	28,657	29,517	30,402	31,315
Transfer Station	3,200	3,296	3,395	3,497	3,602	3,710	3,821	3,936	4,054	4,175
Recycling Operations	300	309	318	328	338	348	358	369	380	391
TOTAL OPERATING INCOME	27,500	28,325	29,175	30,050	30,951	31,880	32,836	33,822	34,836	35,881
OPERATING EXPENDITURE										
Landfill Operations	(12,902)	(13,289)	(13,688)	(14,098)	(14,521)	(14,957)	(15,406)	(15,868)	(16,344)	(16,834)
Transfer Station	(1,846)	(1,901)	(1,958)	(2,017)	(2,078)	(2,140)	(2,204)	(2,270)	(2,338)	(2,409)
Recycling Operations	(3,089)	(3,182)	(3,277)	(3,376)	(3,477)	(3,581)	(3,689)	(3,799)	(3,913)	(4,031)
TOTAL OPERATING EXPENDITURE	(17,837)	(18,372)	(18,923)	(19,491)	(20,076)	(20,678)	(21,299)	(21,937)	(22,596)	(23,273)
Net Operating Result	9,663	9,953	10,251	10,559	10,876	11,202	11,538	11,884	12,241	12,608
OPERATING SURPLUS - Landfill	9,663	9,953	10,251	10,559	10,876	11,202	11,538	11,884	12,241	12,608



Project Mix

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3.1 Information Communication Technology (ICT)

Major Purchases	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Server/Storage Replacement (Corporate)	500,000				600,000
Server/Storage Replacement (CCTV)					100,000
Server/Storage Replacement (Sites)		25,000	50,000		100,000
Replacement CCTV Plinth - Trailer/s	90,000	160,000			
CCTV Replacement (Cameras)	100,000	100,000	100,000	100,000	100,000
SmartWatch CCTV replacement		250,000			
Switch Replacement	40,000	100,000	300,000	200,000	200,000
Next Generation Firewall					250,000
Anti Virus System Upgrade		140,000			
Access Point Replacement		100,000		100,000	
UPS Replacement	30,000		50,000		
Optical Fibre Upgrade/Expansion	150,000		150,000	200,000	
Digital Radio System					
Telephone System Replacement	300,000				
Records Scanners	9,000				
Review and Replace RFID	250,000	100,000		150,000	
AV Equipment Replacement	50,000	200,000	50,000	50,000	50,000
Upgrade Speech Recognition System (SpeechExec)			20,000		
Multi Function Devices		30,000	80,000		
Total Expenditure	1,519,000	1,205,000	800,000	800,000	1,400,000

3.2 Parks and Natural Reserves	2026/27	2027/28	2028/29	2029/30	2030/31
Anniversary Park Reserve R31572					
Anniversary Park – Replace switchboards and electrical cabinets	\$ 112,000				
Anfield Reserve R49150					
Anfield Reserve- Replace furniture			\$ 12,000		
Antilla Place Reserve R33199					
Antilla Place Reserve - Infield reticulation	\$ 8,300	\$ 278,600			
Anvils Circle Reserve R47395					
Anvils Circle Reserve - Replace seating		\$ 25,000			
AQUA JETTY SITE (WARNBRO SOUND AVENUE)					
Aqua Jetty - Replace soffall		\$ 60,000			
Arpenteur Park Reserve R46206					
Arpenteur Park Reserve - New paths (Community Infrastructure Plan)					\$ 30,000
Baldivis Reserve R23952					
Baldivis Reserve - Replace switchboard	\$ 50,000				
Baltimore Reserve R47223					
Baltimore Reserve - Infield reticulation	\$ 1,800	\$ 60,000			
BAROSSA APP 1717					
The Anchorage median island - Replace furniture	\$ 18,000				
Barri Barri Park R49231					
Barri Barri Reserve - Resurface tennis courts	\$ 74,500				
Bayeux Reserve R44984					
Bayeux Reserve - Infield reticulation	\$ 149,000				
Bayeux Reserve - Replace irrigation controller	\$ 7,875				
Bayeux Reserve - Convert to LED and replace switchboard		\$ 30,000			
Bayview Reserve R41239					
Bayview Reserve - Infield reticulation	\$ 10,000	\$ 390,000			
Bayview Reserve - Replace irrigation controller		\$ 10,000			
Beckingham Reserve R50033					
Beckingham Reserve - Convert to LED					\$ 30,000
Bell Park R22568					
Bell Park - Replace lighting	\$ 1,600,000				
Wanliss Street carpark upgrade - Foreshore Master Plan	\$ 700,000	\$ 1,600,000			
Bequia Reserve R40223					
Bequia Reserve - Infield reticulation	\$ 1,900	\$ 63,000			
Bight Reefs Reserve R26470					
Mather Park - Infield reticulation	\$ 42,000				
Mather Park (Bights Reef) - Install limestone retaining wall to play area	\$ 5,500				
Bonnington Reserve R51396					
Bonnington Reserve - Resurface outdoor court		\$ 30,000			
Breaden Drive Reserve R35235					
Breaden Drive Reserve - Infield reticulation	\$ 153,000				
Bravo Reserve R52166					
Bravo Reserve - Replace soffall	\$ 74,400				
Broughton Reserve R35059					
Broughton Reserve - Infield irrigation				\$ 31,000	
Buckle Court Reserve R35477					
Buckle Court Reserve - Replace irrigation controller	\$ 7,875				

3.2 Parks and Natural Reserves	2026/27	2027/28	2028/29	2029/30	2030/31
Bungaree Oval R33200					
Bungaree Oval - Infield reticulation	\$ 5,200	\$ 175,000			
Cannes Reserve R42356					
Cannes Reserve - Replace switchboard and lighting					\$ 28,000
Catalpa Rockingham R21487					
Palm Beach - Replace shower facilities				\$ 22,000	
CENTRAL PROMENADE 1582					
Central Promenade - Replace bench seating		\$ 46,000			
Ceri Close Reserve R45403					
Ceri Close Reserve - Infield reticulation	\$ 50,500				
Chelmsford Reserve R45101					
Chelmsford Reserve - Install limestone block retaining wall around play area	\$ 9,900				
Chesapeake Reserve R45760					
Chesapeake Reserve - Infield reticulation	\$ 2,700	\$ 89,550			
Chesapeake Reserve - Replace irrigation cabinet		\$ 10,500			
Chesapeake Reserve - Replace irrigation controller		\$ 7,000			
Christison Way Reserve R41195					
Christison Way Reserve - Infield irrigation	\$ 1,700	\$ 56,000			
Churchill Park R22568					
Churchill Park - Replace lighting	\$ 1,600,000				
CIVIC BLVD 504					
Civic Boulevard - Replace bench seating		\$ 18,000			
Delphinus Reserve R32656					
Delphinus Reserve - Replace lighting		\$ 10,000	\$ 431,000		
Derbal Nara Community Gardens R34004					
Derbal Nara Community Gardens - Replace lighting and switchboard					\$ 50,000
Derwent Park R40984					
Derwent Park - Infield Reticulation	\$ 30,000				
Diamantina Reserve R40443					
Diamantina Reserve - Infield irrigation				\$ 13,930	
Don Cuthbertson Reserve R41558					
Don Cuthbertson Reserve - Infield reticulation	\$ 270,000				
Dress Circle Reserve R43492					
Dress Circle Reserve - Reserve upgrades (PIP)	\$ 208,000				
Emerald Park R22568					
Emerald Park - Replace picnic tables		\$ 33,000			
Emerald Park - Replace shelters including new concrete hardstand		\$ 245,250			
Emerald Park - Replace lighting				\$ 365,000	
Fairview Reserve R45139					
Fairview Reserve - Infield reticulation	\$ 4,400	\$ 144,550			
Fairview Reserve - Install limestone block retaining wall around play area	\$ 8,250				
Fantasy Park Reserve R38418					
Fantasy Park - Infield reticulation	\$ 5,500	\$ 494,300			
Fantasy Park - Replace shelters		\$ 140,000			
Fantasy Park - Replace switchboard		\$ 10,000			
Fisher Street POS and Lookout R47553					
Fisher Street Reserve - Infield irrigation			\$ 33,830		

3.2 Parks and Natural Reserves	2026/27	2027/28	2028/29	2029/30	2030/31
Galway Gardens Reserve R44933					
Galway Gardens Reserve - Infield irrigation	\$ 41,000				
Glenburgh Reserve R51661					
Glenburgh Reserve - Resurface court	\$ 23,000				
Gnangara Oval R46121					
Gnangara Reserve - Install limestone surround	\$ 7,500				
Golden Bay Foreshore R27066					
Golden Bay Foreshore path - Additional seating to be installed (PIP)	\$ 6,000				
Golden Bay Foreshore (Dampier Drive) - Beach node - Add shower, drinking fountain and bike rack (PIP)	\$ 30,000				
Governor Reserve R22618					
Governor Reserve - Replace picnic tables		\$ 16,500			
Gumnut Reserve R31548					
Gumnut Reserve - Replace irrigation controller	\$ 9,000				
Gumnut Reserve - Infield reticulation	\$ 136,500				
Harmony Park R46264					
Harmony Park - Infield reticulation	\$ 8,300	\$ 277,700			
Harmony Park - Replace rubber sofffall		\$ 12,000			
Harrington Gardens Reserve R47171					
Harrington Gardens Reserve - Infield reticulation			\$ 238,800		
Hayeswater Reserve R50365					
Hayeswater Reserve - Replace furniture	\$ 13,500				
Herbert Park R22568					
Herbert Park - Replace lighting and switchboard					\$ 444,000
Hibiscus Reserve R48737					
Hibiscus Reserve - Replace furniture			\$ 10,000		
Houston Reserve R32406					
Houston Reserve - Infield reticulation	\$ 78,700				
Houston Reserve - Replace irrigation controller	\$ 7,875				
Indigo Reserve R45418					
Indigo Reserve - Install limestone block retaining wall around play area	\$ 5,250				
Inverness Reserve R43445					
Inverness Reserve - Add paths and soft landscaping (PIP)	\$ 33,000				
Janet Park Reserve R26559					
Janet Park - Infield irrigation			\$ 13,930		
Jerboa Reserve R50262					
Jerboa Reserve - Replace lighting					\$ 3,500
Jerboa Reserve-Play equipment renewals					\$ 500,000
Jerboa reserve-Drinking fountain renewal					\$ 10,000
Karridale Reserve R49092					
Karridale Reserve - Replace bench seating		\$ 47,000			
Kendall Reserve R49009					
Kendall Reserve - Replace furniture					\$ 28,000
KURRAJONG RD 528					
Kurrajong Road to Waikiki Road Public Access Way - Replace lighting		\$ 120,000			
Lagoon Reserve R44449					
Lagoon Reserve - Infield reticulation	\$ 7,600	\$ 256,000			
Lagoon Reserve - Replace rubber sofffall		\$ 50,000			

3.2 Parks and Natural Reserves	2026/27	2027/28	2028/29	2029/30	2030/31
Lake Richmond Reserve R47145					
Lake Richmond - Replace lighting and switchboard	\$ 155,000				
Lake Richmond - Replace boardwalk seating	\$ 5,500				
Lakemba Reserve R42742					
Lakemba Reserve - POS upgrade to supplement grant funding (PIP)	\$ 80,000				
Larkhill Sporting Reserve R24059					
Larkhill Sporting Reserve - Soccer - Convert sports floodlighting to LED A2	\$ 347,366				
Larkhill Sporting Reserve - Cricket and Soccer - Convert sports floodlighting to LED A1	\$ 104,100				
Larkhill Sporting Reserve - Replace combination play equipment (north side)		\$ 55,000			
Larkhill Sporting Reserve - Rugby League - Convert sports floodlighting to LED C2		\$ 450,300			
Larkhill Sporting Reserve - Replace passive reserve lighting			\$ 3,500	\$ 150,000	
Larkhill Rugby Union - Replace sports floodlighting C1			\$ 390,000		
Lewington Nature Reserve R45509					
Lewington Nature Reserve - Infield irrigation	\$ 191,300				
Lions Park Reserve R22948					
Lions Park - Infield irrigation	\$ 57,516				
Lions Park Reserve - Replace lighting and switchboard	\$ 10,000	\$ 241,000			
Long Park Reserve R36155					
Long Park - Convert lighting to LED		\$ 96,000			
Lynx Way Reserve R33085					
Lynx Way Reserve - Infield reticulation	\$ 47,200				
Maiden Reserve R53117					
Maiden Reserve - Replace softfall		\$ 16,000			
Naval Memorial Reserve R22568					
Naval Memorial - Weld Street Carpark - Replace lighting					\$ 83,000
Orleans Drive Reserve R42886					
Orleans Drive Reserve - Replace irrigation cabinet	\$ 12,500				
Orleans Drive Reserve - Replace irrigation controller	\$ 7,875				
Orleans Drive Reserve - Infield reticulation	\$ 91,000				
Palermo Cove R44449					
Secret Harbour Foreshore Carpark (north of SLSC) - Replace lighting	\$ 15,000	\$ 453,000			
Palermo Cove - Infield reticulation	\$ 5,500	\$ 184,000			
Patterson Reserve R48860					
Patterson Reserve - Infield irrigation			\$ 79,600		
Phoebe Hymus Park R27854					
Phoebe Hymus Reserve - Infield irrigation	\$ 118,300				
Phoebe Hymus - Replace lighting		\$ 413,000			
Pioneer Park Reserve R44916					
Pioneer Park Reserve - Replace lighting			\$ 68,000		
Port Kennedy Foreshore R44076					
Port Kennedy Foreshore - Convert lighting to LED		\$ 66,000			
Port Kennedy Foreshore - Install showers separate to building2		\$ 15,000			
Rhonda Scarrott Reserve R32492 (Tangadee)					
Rhonda Scarrott Reserve - Replace rubber softfall		\$ 59,000			
Ridge Boulevard R48345					
Ridge Boulevard - Replace timber handrails	\$ 20,000				
Ridge Boulevard - Replace picnic tables and BBQ	\$ 36,000				

3.2 Parks and Natural Reserves	2026/27	2027/28	2028/29	2029/30	2030/31
Rivergums Reserve R47755 (Callistemon Reserve)					
Rivergums Estate - Infield reticulation - (Mainline only)	\$ 350,000				
Rotary Reserve R9025					
Rotary Reserve - Replace picnic tables		\$ 12,000			
Rotary Reserve - Replace shelters		\$ 45,000			
Safety Bay Foreshore (Watts - June) R22035					
Safety Bay Foreshore (Carlisle – Waimea) - Replace lighting	\$ 500,000				
Safety Bay Foreshore - Watts to June - Replace damaged shelters and furniture (Safety Bay / Shoalwater Masterplan)	\$ 170,877				
Seabrooke/Barron Reserve R35060					
Seabrook Barron Reserve - Replace lighting			\$ 79,000		
Seahaven Reserve R36850					
Seahaven Reserve - Infield irrigation			\$ 230,000		
Secret Harbour Oval R43066					
Secret Harbour Oval - Replace sports floodlighting (Partial DOE)					\$ 272,000
Sepia Court Reserve R34499					
Sepia Court Reserve - Infield Reticulation		\$ 1,300			
Singleton Foreshore R26469					
Singleton Foreshore (Foreshore drive north end) - Install shower, drinking fountain and bike rack (PIP)	\$ 30,000				
Singleton foreshore - Outdoor exercise equipment (Health and Wellbeing Strategy 2024-2029) (PIP)	\$ 65,000	\$ 65,000			
St Clair Foreshore R45189					
St Clair Foreshore (Cote D'Azure Gardens) - Install shower and drinking fountain (PIP)	\$ 50,000				
Stan Twight Reserve R38646					
Stan Twight (PAW) – Replace lighting and switchboard		\$ 10,000	\$ 334,000		
Steel Tree Reserve R48399 (Grice Crescent)					
Steel Tree Reserve - Replace lighting					\$ 5,000
Taincrow Reserve R53236					
Taincrow Reserve - Replace rubber softfall		\$ 51,000			
Tamworth Reserve R49083 (cnr Aldersyde)					
Tamworth Reserve - Infield reticulation (Mainline replacement)	\$ 7,000	\$ 350,000			
Tarwarri Park Reserve 35906					
Tarwarri Reserve & PAW's - Convert lighting to LED		\$ 57,000			
The Avenue Reserve 42354					
The Avenue Reserve - DIY Bike Jumps Trial (PIP)	\$ 10,000				
The Esplanade Foreshore R21487					
The Esplanade Foreshore including Palm Beach Jetty - Replace lighting					\$ 432,000
The Village Green R48927 (Old R2595)					
The Village Green Reserve & Carpark - Replace lighting					\$ 15,000
Townsend Reserve R35476					
Townsend Reserve - Replace lighting and switchboard			\$ 124,517		
Townsend Reserve - Replace benches		\$ 45,000			
Trusty Park Reserve R44567					
Trusty Park Reserve - Replace lighting		\$ 50,000			
Veterans Memorial Park R45678					
Veterans Memorial Park - Infield reticulation		\$ 5,800			

3.2 Parks and Natural Reserves	2026/27	2027/28	2028/29	2029/30	2030/31
Wallsend Reserve R33187					
Wallsend Reserve - Infield irrigation	\$ 26,000				
Wallsend Reserve - Replace lighting		\$ 90,000			
Warnbro Foreshore R31198 (Shelton to Westray)					
Warnbro Foreshore - Infield irrigation (Shelton to Westray)	\$ 1,600	\$ 54,800			
Warnbro Oval (Living Waters) R39592					
Aqua Jetty Tennis/Basketball courts - Replace sports floodlighting		\$ 450,000			
Warnbro Recreation Centre (Currie St Oval) R25478					
Warnbro Recreational Centre Oval - Replace cricket practice nets		\$ 110,000			
Warnbro Recreation Centre - All ovals - Sports floodlighting design (Currie Street Reserve)	\$ 10,000				
Warnbro Recreation Community Hall - Replace drink fountain	\$ 7,000				
Warnbro Recreation Centre - Training Oval - Replace sports floodlighting (Currie Street Reserve)		\$ 676,000			
Ballaballa Reserve (south) R49081					
Ballaballa Reserve - Replace furniture		\$ 45,000			
Parks & Natural Reserves					
Electrical cabinet & controller renewals	\$ 100,000	\$ 300,000	\$ 350,000	\$ 400,000	\$ 300,000
Park furniture renewals	\$ 80,000	\$ 300,000	\$ 550,000	\$ 500,000	\$ 250,000
Water facility renewals	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Park shelter renewals	\$ 50,000	\$ 100,000	\$ 300,000	\$ 300,000	\$ 50,000
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	\$ 60,000	\$ 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		
New and upgraded park lighting	\$ 80,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Pump and bore urgent renewals	\$ 60,000	\$ 80,000	\$ 100,000	\$ 120,000	\$ 140,000
Sports equipment renewals		\$ 15,000	\$ 100,000	\$ 100,000	\$ 80,000
Play equipment renewals		\$ 300,000	\$ 800,000	\$ 950,000	\$ 500,000
Sports surface renewals		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
BBQ renewals		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Fencing and retaining wall renewals		\$ 120,000	\$ 200,000	\$ 160,000	\$ 160,000
Parks Improvement Plan - Upgrades and enhancements (PIP)		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Infield reticulation renewals			\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Outdoor exercise equipment (Health and Wellbeing Strategy 2024-2029)			\$ 65,000	\$ 65,000	
South Coastal Sub District - Enclosed Off Leash Dog Exercise Area (Health and Wellbeing Strategy 2024-2029)					\$ 160,000
Total Expenditure	\$ 8,937,159	\$ 11,437,150	\$ 6,764,177	\$ 5,177,930	\$ 5,571,500

3.3 Buildings and Facilities	2026/27	2027/28	2028/29	2029/30	2030/31
ANNIVERSARY PARK SITE (HEFRON STREET)					
Anniversary Park - Replace roof	\$ 551,030				
AUTUMN CENTRE SITE (MCNICHOLL STREET)					
Autumn Centre - Convert lighting to LED (Main Hall)	\$ 30,000				
Autumn Centre - Replace switchboard	\$ 75,000				
Autumn Centre - Replace croquet shelters	\$ 40,000				
BALDIVIS RESERVE SITE (CNR FIFTY/BALDIVIS ROADS)					
Baldivis Reserve (Baldivis Old Bar) - Replace structure	\$ 40,000				
Baldivis Reserve Hall (Change rooms) - Replacement of all doors and windows (Leasing)					\$ 120,000
BALDIVIS SOUTH SPORTS PAVILION SITE - Peckham Res					
Baldivis South Sports Pavilion (Peckham Reserve) Replace solar luminaires with	\$ 125,000				
BUNGAREE OVAL SITE (CRATER CLOSE)					
Bungaree Oval Clubrooms - Replace roof drainage system (Dog/Pigeon) (Leased facility)					\$ 20,000
Bungaree Oval Clubroom - Kitchen refurbishment (Dog/Pigeon) (Leased facility)					\$ 20,000
COUNCIL ADMINISTRATION OFFICE/LOTTERIES HOUSE SITE					
Main Council Administration - Wet fire system upgrade	\$ 350,000				
Council Administration Building Works - West Wing - Square entry (Stage 1)	\$ 4,040,000				
Council Administration Building Works - Design / Logistics / Contract Administration /	\$ 150,000	\$ 150,000			
Council Administration Building Works - Admin Wing (Stage 2)		\$ 3,120,000			
Council Administration Building works - Bridge wing - (Stage 3)		\$ 900,000			
Council Administration Building - Replace Lift		\$ 350,000			
Square Entry Building / West Wing - Replace Lift		\$ 350,000			
GOLDEN BAY FORESHORE SITE (MARILLANA DRIVE)					
Golden Bay Foreshore Toilets - Replace toilet facility	\$ 400,000				
GOLDEN BAY SITE (TANGADEE STREET)					
Rhonda Scarrott Clubrooms - Replace carpet flooring			\$ 100,000		
HOURLASS RESERVE SITE (GASCOYNE/MURCHISON)					
Hourglass Reserve Change Rooms - Roof remediation	\$ 110,000				
HURRELL WAY SITE (Building Operations Centre)					
Building Operations Workshop - Replace Roof		\$ 150,000			
MARY DAVIES LIBRARY & COMMUNITY CENTRE					
Mary Davies Library & Community Centre Courtyard - Convert lighting to LED		\$ 45,000			
Mary Davies Library & Community Centre - Replace canvas roof					\$ 100,000
MCLARTY HALL SITE (MCLARTY ROAD)					
McLarty Hall - Renewal of kitchen					\$ 70,000
MIKE BARNETT SPORTING COMPLEX SITE (DIXON ROAD)					
Mike Barnett - Car Park - Convert lighting to LED				\$ 160,000	
NAVAL ASSOCIATION/SEA RESCUE SITE (PT PERON ROAD)					
Naval Association Clubrooms - Renewal of flooring to select areas (Leased facility)	\$ 40,000				
POINT PERON FORESHORE SITE					
Point Peron Toilet Block - Replace toilet facility			\$ 294,031		
PORT KENNEDY HEALTH SITE (DISCOVERY/CLIPPER DRIVE)					

3.3 Buildings and Facilities	2026/27	2027/28	2028/29	2029/30	2030/31
Port Kennedy Health Clinic - Upgrade boundary fence (Leased facility)			\$ 50,000		
RIDGE BOULEVARD RESERVE SITE					
Ridge Boulevard - Replace iron filter shed			\$ 50,000		
ROCKINGHAM AQUATIC CENTRE SITE (COUNCIL AVENUE)					
Rockingham Aquatic Centre - Balance Tank Cover	\$ 70,000				
ROCKINGHAM OLD MUSEUM SITE -CNR KENT/FLINDERS					
Rockingham Old Museum Site - Kitchen refurbishment (Kent Street Arts Centre) (Leased		\$ 30,000			
Rockingham Old Museum Site - Toilet refurbishment (Kent Street Arts Centre) (Leased		\$ 50,000			
SHOALWATER FORESHORE SITE (CNR WATTS/SAFETY BAY RD					
Shoalwater Foreshore (Watts Rd) - Replace toilet facility	\$ 15,000	\$ 335,000			
SINGLETON FORESHORE SITE (FORESHORE DRIVE)					
Singleton Foreshore Toilets - Replace toilet facility	\$ 400,000				
WAIKIKI FORESHORE SITE (WARNBRO BCH/SAFETY BAY RD)					
Waikiki Foreshore Toilets (Malibu Rd) - Replace toilet facility		\$ 324,448			
WARNBRO RECREATION CENTRE SITE (OKEHAMPTON/CURRIE)					
Warnbro Recreation Centre - Carpark lighting upgrade		\$ 60,000			
Warnbro Recreation Centre - Major refurbishment - Renewal Contribution		\$ 1,330,000			
Buildings & Facilities					
CoR Facilities - Rekey all City facilities and reserves on a patented keying system				\$ 500,000	
CoR Facilities - Full replacement of electronic security system					\$ 250,000
Building renewals			\$ 1,500,000	\$ 2,500,000	\$ 4,000,000
Buildings - Urgent works	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Total Expenditure	\$ 6,536,030	\$ 7,294,448	\$ 2,094,031	\$ 3,260,000	\$ 4,680,000

3.4 Roads and Transportation	2026/27	2027/28	2028/29	2029/30	2030/31
Major Road Projects					
Currie Street - Install traffic treatments - (Dependant on SLRIP funding)	\$ 700,000				
Fifty Road - Crash barrier installation (State Blackspot)	\$ 100,000				
Holcombe Road - Traffic treatment - (Federal Blackspot)	\$ 500,000				
Norseman Approach - Install mini roundabout (Edwin Link) (Federal Blackspot)	\$ 270,000				
Baldivis Road - Kulija Four lane dual carriageway design (Partially funded)	\$ 450,000				
Paparone Road - Upgrade	\$ 300,000				
Willmott Drive - Construct traffic treatments - Potential Funding	\$ 1,600,000				
Thorpe Street - Install new local area traffic management solutions (State Blackspot)	\$ 30,000	\$ 640,000			
Malibu Road - Traffic treatments - (State Blackspot)	\$ 478,800	\$ 117,200			
MRRG Road improvement - Mandurah Road and Anstey Road - Intersection upgrade	\$ 1,464,000	\$ 300,000			
Aqua Jetty - Channelisation of the left turn from Warnbro Sound Avenue		\$ 150,000			
George Street and Bay View Street - Mini Roundabout		\$ 50,000			
Baldivis Road and Rivergums Boulevard - Construct roundabout (Dependant on funding)		\$ 1,750,000			
Baldivis Road and Kulija Road - Intersection upgrade		\$ 2,800,000	\$ 1,400,000		
Baldivis Road and Rivergums Boulevard - Install roundabout - Potential funding		\$ 300,000	\$ 800,000		
The Esplanade - Traffic treatments (Dependant on funding)		\$ 100,000	\$ 600,000		
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		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
State blackspot projects		\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
MRRG Road improvement projects			\$ 1,000,000	\$ 1,000,000	\$ 2,500,000
Mandurah Road - Install sealed shoulder south of Safety Bay Road			\$ 1,500,000		
Nairn Drive - Upgrade dual carriageway - Safety Bay Road to Amazon Drive					\$ 3,000,000
Central Promenade / Chalgrove Avenue intersection upgrade					\$ 400,000
Central Promenade / Civic Boulevard intersection upgrade					\$ 400,000
Road safety action plan implementation	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
New Footpaths / Dual Access Paths					
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 & Laver 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			
Hodges Street - New path (Frederick St to Grove St connecting to path on Vineta Brace)			\$ 75,790		
Gnangara Drive - New path			\$ 76,700		
La Rochelle Ramble - New Path (North side from Orleans Drive to 22 La Rochelle Ramble)			\$ 36,608		
Royal Palm Drive - New Path (East Side from Osaka Mews to 20 Royal Palm Drive)			\$ 14,672		
Coomel Close - New Path (East Side from Calume Street to End of the cul-de-sac)			\$ 50,050		
Alexandra Street - New Path (East Side from Rockingham Beach Rd to Regan St)			\$ 36,608		
Hadley Street - New path			\$ 62,000		
Warnbro Sound Avenue - New Path (Maratea Pde to bus stop 17280)			\$ 135,564		
Marillana Drive - New path (Dampier Drive to Crystaluna Drive)			\$ 161,964		
Barcelona Grange - New Path (North Side from Carlingford Drive to Bayside Blvd)				\$ 74,646	

3.4 Roads and Transportation	2026/27	2027/28	2028/29	2029/30	2030/31
Dorado Court - New Path (West Side from Centaurus Street to End of the cul-de-sac)				\$ 39,468	
Murphy Way - New path (Fendam Street to Studzor Street)				\$ 79,794	
Burela Way - New Path (East Side from Bayside Boulevard to Barcelona Grange)					\$ 35,750
Dunmore Street - New Path (West Side from Keystone Loop To Miltona Drive)					\$ 42,042
Patman Road - New Path (South Side from Harney Road to Greeson Parkway)					\$ 49,764
Thomas Street - New Path (West Side from Rae Rd to Waimea Road)					\$ 114,114
Shoalhaven Place - New Path (South Side from Oakwood Crescent to Santa Monica Drive)					\$ 100,386
Kingston Way - New Path (60 Kingston Way to 21 Kingston Way)					\$ 158,444
Boyle Ave - North Side from Properjohn Drive to Lyttleton Street					\$ 47,190
Francis St - South Side from Safety Bay Road to Warnbro Beach Road					\$ 50,622
Tillery Way - New path (Hortonia Avenue to Bluestone Parkway)					\$ 70,070
Footpath projects - Minor missing links	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
New and Upgraded Infrastructure					
Central Promenade - New Crossing (Admin Building Staff Car Park)	\$ 10,000				
Anstey Road near Mariposa Bvd - Pedestrian ramp installation and construction of median island refuge	\$ 16,000				
Install guarded school crossings	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Parking upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ 10,000	\$ 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
Drainage Upgrades					
Drainage upgrades	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000
Bus Shelter Renewals					
Kitson Street - Replace bus shelter - Stop 23849 (1)	\$ 20,000				
Kitson Street - Replace bus shelter - Stop 23849 (2)	\$ 20,000				
Kitson Street - Replace bus shelter - Stop 23850 (1)	\$ 20,000				
Kitson Street - Replace bus shelter - Stop 23850 (2)	\$ 20,000				
Warnbro Sound Avenue - Replace bus shelter - Stop 17280		\$ 20,000			
Warnbro Sound Avenue - Replace bus shelter- Stop 17290		\$ 20,000			
Goddard Street - Replace bus shelter - Stop 17317			\$ 20,000		
Elanora Drive - Replace bus shelter - Stop 21295			\$ 20,000		
Wanliss Street - Replace bus shelter - Stop 24321			\$ 20,000		
Warnbro Sound Avenue - Replace bus shelter - Stop 17287				\$ 20,000	
Council Avenue - Replace bus shelter - Stop 21225				\$ 20,000	
Read Street - Replace bus shelter - Stop 17308				\$ 20,000	
Bus shelter renewals					\$ 100,000
Street Lighting Renewal Projects					
Secret Harbour - Redesign and replace street lighting (Secret Harbour Stage 2)	\$ 2,992,349				
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	
Secret Harbour - Redesign and replace street lighting (Secret Harbour Stage 5)					\$ 1,863,150
Civic Boulevard, Central Promenade, Chalgrove Avenue, Whitfield Street and Administration Complex - Replace street lighting				\$ 30,000	\$ 4,150,000
Path Renewals					
Port Kennedy / Warnbro Foreshore - Replace paths (Capella Pass to Port Kennedy Drive)	\$ 1,000,000	\$ 1,000,000			
Path renewals			\$ 100,000	\$ 100,000	\$ 100,000
Car Park Renewals					
Car park renewals	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Road Resurfacing Renewals					
Marlock Place - Road resurfacing (Paganoni Road to Cu-de-sac)	\$ 52,156				
Arthur Road - Road resurfacing (Owen Road to Donald Drive)	\$ 30,356				
Willmott Drive - Road resurfacing (Gnangara Drive to Ennis Avenue)	\$ 115,315				

3.4 Roads and Transportation	2026/27	2027/28	2028/29	2029/30	2030/31
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				
Delphinus Place - Road resurfacing (Cygnus Street to Cul-de-sac)	\$ 40,562				
Jarvis Road - Road Resurfacing (Stakehill Road to Cul-de-sac)	\$ 39,600				
Wattle Court - Road Resurfacing (Wandoo Drive to Cul-de-sac)	\$ 29,097				
Ukich Place - Road Resurfacing (Stakehill Road to Cul-de-sac)	\$ 87,723				
Wandoo Drive - Road resurfacing (Sixty Eight Road West to Sixty Eight Road East)	\$ 172,575				
Attwood Way - Road resurfacing (Wanliss Street to Emma Street)	\$ 70,616				
Chester Way - Road resurfacing (Arkwel Avenue West to Arkwel Avenue East)	\$ 82,054				
Langley Street - Road resurfacing (Houston Street to Stokes Street)	\$ 89,393				
Tidefall Street - Road resurfacing (Dolphin Road to Cul-de-sac)	\$ 96,317				
Bahama Place - Road resurfacing (Tidefall Street to Cul-de-sac)	\$ 15,928				
Markaling Close - Road resurfacing (Cul-de-sac Only)	\$ 17,696				
Clovelly Way - Road Resurfacing (Knowle Way South East to 50m from Knowle Way North West)	\$ 72,980				
Musca Close- Road Resurfacing (Cul-de-sac Only)	\$ 17,839				
Kent Street - Road resurfacing (Wanliss Street to Wanliss Street+60m and Victoria Street to Roe Street)	\$ 263,683				
Victoria Street - Road resurfacing (Kent Street to Jecks Street)	\$ 109,835				
Seabrooke Avenue - Road resurfacing (Baron Court to Rae Road)	\$ 266,666				
Pulsano Mews - Road resurfacing (Secret Harbour Boulevard)(Red Asphalt)	\$ 17,839				
Noonan Road - Road resurfacing (Clennet Close to #17 Noonan Road)	\$ 34,444				
Naxos Way - Road resurfacing (Vila Do Porto Crescent to Taiof Close - include roundabout)(Red Asphalt)	\$ 30,071				
Hercules Street - Road resurfacing (Orion Street to Falcon Street)	\$ 35,180				
Clennett Close - Road resurfacing (Cul-de-sac Only)	\$ 11,532				
Anzio Court - Road resurfacing (Naxos Way to Cul-de-sac)(Red Asphalt)	\$ 12,916				
Townsend Road - Road Resurfacing (Broughton Way to 55m West of Boon Court)	\$ 101,591				
Donald Drive - Road Resurfacing (Safety Bay Road to Arthur Road)	\$ 96,667				
Rosewood Street - Road Resurfacing (Roundabout with Bay View Street)	\$ 15,556				
Sepia Court - Road Resurfacing (Council Avenue to Cul-de-sac)	\$ 41,835				
Safety Bay Road (Malibu Road to Short Street) (MRRG Road rehabilitation)	\$ 242,587				
Parkin Street (Florence Street to Fisher Street) (MRRG Road rehabilitation)	\$ 387,934				
Mandurah Rd Southbound (Dixon Rd to Kulija Rd) (MRRG Road rehabilitation)	\$ 1,223,388				
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			
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			

3.4 Roads and Transportation	2026/27	2027/28	2028/29	2029/30	2030/31
Caddo Lane - Road resurfacing (Clarkhill 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 Clarkhill Road)		\$ 17,759			
Churcher Road - Road Resurfacing (Stakehill Road to Cul-de-sac)		\$ 60,864			
Amarillo Drive - Road resurfacing (Karri Street to Mallee Drive)			\$ 318,862		
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		
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		
Daley Court - Road resurfacing (Arkwell Avenue to Collie Close)			\$ 30,811		
Mcguire Mews - Road resurfacing (Morritt Close and Collie Close)			\$ 44,504		
Morritt Close - Road resurfacing (Arkwell Avenue to McGuire Mews)			\$ 60,937		
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	
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	
Sheoak Close - Road resurfacing (Tuart Drive to Cul-de-sac)				\$ 15,006	
Moorine Court - Road resurfacing (Calume Street to Cul-de-sac)				\$ 17,838	

3.4 Roads and Transportation	2026/27	2027/28	2028/29	2029/30	2030/31
Palamuna Court - Road resurfacing (Milina Street to Cul-de-sac)				\$ 17,696	
Kullaroo Court - Road resurfacing (Milina Street to Cul-de-sac)				\$ 18,263	
Sloan Street - Road resurfacing (Bell Street to Cul-de-sac)				\$ 32,044	
Ebony Elbow - Road resurfacing (Parkland Drive to Cul-de-sac)				\$ 59,791	
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	
Oregon Place - Road resurfacing (Timberlane Loop to Cul-de-sac)				\$ 22,861	
Talma Place - Road resurfacing (Saury Court to Cul-de-sac)				\$ 17,254	
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	
Collie Close - Road resurfacing (Arkwell Avenue to Daley Court)				\$ 35,604	
Montoro Drive - Road resurfacing (Laguardia Loop to Riaza Parkway)					\$ 48,360
Montilla Crescent - Road resurfacing (San Sebastian Boulevard to Toledo Circuit)					\$ 60,800
Taviano Vista - Road resurfacing (Secret Harbour Boulevard to Anguilla Court)					\$ 16,649
Willmott Drive - Road resurfacing (Gibb Road to Gascoyne Way)					\$ 111,505
Rosewood Street - Road resurfacing (Fisher Street to Bay View Terrace)					\$ 52,907
Horta Lane - Road resurfacing (Secret Harbour Boulevard to Anguilla Court)					\$ 26,162
Palisades Boulevard - Road resurfacing (Secret Harbour to car park)					\$ 118,198
Philip Street - Road resurfacing (Fourth Avenue to Fifth Avenue)					\$ 21,103
Helmshore Way - Road resurfacing (Blackburn Drive to Bessemer Road)					\$ 113,600
Conway Loop - Road resurfacing					\$ 122,572
Cumberland Way - Road resurfacing (Jamaican Road East to Jamaican Road West)					\$ 105,540
Palermo Cove - Road resurfacing (Secret Harbour Boulevard to Car Park)					\$ 35,027
McClure Street - Road resurfacing (Waimea road to Forrester Road)					\$ 70,616
May Street - Road resurfacing (Thorpe Street to Cul-de-sac)					\$ 23,741
Kieta Cove - Road resurfacing (Horta Lane to Cul-de-sac)					\$ 6,342
Taki Place - Road resurfacing (Lobos Mews to Cul-de-sac)					\$ 6,342
Pelican Court - Road resurfacing (Jamaican Road to Cul-de-sac)					\$ 38,196
Rothsay Court - Road resurfacing (Grampian Court to Cul-de-sac)					\$ 53,636
Mission Place - Road resurfacing (Sunningdale Circle to Cul-de-sac)					\$ 27,258
Maplewood Place - Road resurfacing (Timberlane Loop to Cul-de-sac)					\$ 21,982
Jarrah Close - Road resurfacing (Tuart Drive to Cul-de-sac)					\$ 23,424
Nardie Place - Road resurfacing (Carvie Street to Cul-de-sac)					\$ 19,367
Amber Court - Road resurfacing (Parkland Drive to Cul-de-sac)					\$ 39,568
Fern Court - Road resurfacing (Parkland Drive to Cul-de-sac)					\$ 24,619
MRRG Road rehabilitation projects		\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Total Expenditure	\$ 16,539,528	\$ 17,769,931	\$ 16,600,133	\$ 11,417,493	\$ 18,989,046

3.5 Marine Infrastructure	2026/27	2027/28	2028/29	2029/30	2030/31
Val Street Jetty - Cantilevered low level landing replacement	\$ 1,000,000				
Bent Street boating facility - Car parking repurposing	\$ 30,000	\$ 250,000			
Point Peron Boat Facility - Wave mitigation infrastructure (Subject to funding)		\$ 100,000			
Coastal Protection and Erosion Mitigation		\$ 675,000	\$ 510,000		\$ 510,000
Marine Infrastructure Management			\$ 990,000		\$ 990,000
Hymus Street / Esplanade - Buried seawall for coastal protection				\$ 1,500,000	
Total Expenditure	\$ 1,030,000	\$ 1,025,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000

3.6 Waste Millar Road Management - Major Expense Proposals (Excluding Plant)										
Project Works	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Cell Capping	3,193,000				3,593,750				4,044,797	
Upgrading Existing Capped Cells	1,500,000									
Cell Construction	1,500,000			3,489,077				3,926,987		
Total Expenditure	6,193,000	0	0	3,489,077	3,593,750	0	0	3,926,987	4,044,797	0

3.7 Infrastructure under \$100K										
Project Works	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
LightPin Floodlight Project	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Aquatic Centre - Outdoor Fitness Workout Area	0	0	0	0	0	0	0	0	0	0
Other (From Team Plan Process)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Expenditure	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000

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Reserves and Loans

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4.1 Cash Reserves - Movements

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Employee Leave										
Opening Balance	7,256,915	7,619,761	8,000,749	8,400,786	8,820,826	9,261,867	9,724,960	10,211,208	10,721,769	11,257,857
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	362,846	380,988	400,037	420,039	441,041	463,093	486,248	510,560	536,088	562,893
Closing Balance	7,619,761	8,000,749	8,400,786	8,820,826	9,261,867	9,724,960	10,211,208	10,721,769	11,257,857	11,820,750
Capital Works & Purchases										
Opening Balance	10,961,950	22,924,790	6,771,741	12,576,192	2,987,115	161,734	5,708,325	4,739,881	3,320,709	4,173,714
Transfers FROM Reserve	11,136,334	0	5,332,550	0	0	5,403,419	0	0	670,214	10,627,799
Transfers TO Reserve	0	(16,877,355)	0	(9,968,671)	(2,902,182)	0	(1,223,279)	(1,615,771)	0	0
Interest-transfer TO Reserve	826,506	724,306	471,901	379,593	76,801	143,172	254,834	196,600	182,791	474,381
Closing Balance	22,924,790	6,771,741	12,576,192	2,987,115	161,734	5,708,325	4,739,881	3,320,709	4,173,714	15,275,894
Waste & Landfill Preservation										
Opening Balance	26,735,348	28,072,115	29,475,721	30,949,507	32,496,983	34,121,832	35,827,923	37,619,319	39,500,285	41,475,300
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	1,336,767	1,403,606	1,473,786	1,547,475	1,624,849	1,706,092	1,791,396	1,880,966	1,975,014	2,073,765
Closing Balance	28,072,115	29,475,721	30,949,507	32,496,983	34,121,832	35,827,923	37,619,319	39,500,285	41,475,300	43,549,065
Public Carpark Reserve - Cash in Lieu										
Opening Balance	2,849,891	2,992,386	3,142,005	3,299,105	3,464,060	3,637,263	3,819,127	4,010,083	4,210,587	4,421,116
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	142,495	149,619	157,100	164,955	173,203	181,863	190,956	200,504	210,529	221,056
Closing Balance	2,992,386	3,142,005	3,299,105	3,464,060	3,637,263	3,819,127	4,010,083	4,210,587	4,421,116	4,642,172
City Centre Carpark - Cash in Lieu										
Opening Balance	314,174	329,883	346,377	363,696	381,880	400,974	421,023	442,074	464,178	487,387
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	15,709	16,494	17,319	18,185	19,094	20,049	21,051	22,104	23,209	24,369
Closing Balance	329,883	346,377	363,696	381,880	400,974	421,023	442,074	464,178	487,387	511,756
City Centre Development										
Opening Balance	3,318,877	3,484,821	3,659,062	3,842,015	4,034,116	4,235,822	4,447,613	4,669,993	4,903,493	5,148,668
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	165,944	174,241	182,953	192,101	201,706	211,791	222,381	233,500	245,175	257,433
Closing Balance	3,484,821	3,659,062	3,842,015	4,034,116	4,235,822	4,447,613	4,669,993	4,903,493	5,148,668	5,406,101

4.1 Cash Reserves - Movements

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Workers Compensation										
Opening Balance	1,454,443	1,527,165	1,603,523	1,683,700	1,767,885	1,856,279	1,949,093	2,046,547	1,533,875	1,610,568
Transfers FROM Reserve	0	0	0	0	0	0	0	(600,000)	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	72,722	76,358	80,176	84,185	88,394	92,814	97,455	87,327	76,694	80,528
Closing Balance	1,527,165	1,603,523	1,683,700	1,767,885	1,856,279	1,949,093	2,046,547	1,533,875	1,610,568	1,691,097
Ansty Park Shared Costs Reserve										
Opening Balance	1,513,217	1,588,878	1,668,322	1,751,738	1,839,325	1,931,291	2,027,856	2,129,248	2,235,711	2,347,496
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	75,661	79,444	83,416	87,587	91,966	96,565	101,393	106,462	111,786	117,375
Closing Balance	1,588,878	1,668,322	1,751,738	1,839,325	1,931,291	2,027,856	2,129,248	2,235,711	2,347,496	2,464,871
Legal Fees Reserve										
Opening Balance	1,063,017	1,116,168	1,171,976	1,230,575	1,292,104	1,356,709	1,424,544	1,495,772	1,058,060	1,110,963
Transfers FROM Reserve	0	0	0	0	0	0	0	(500,000)	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	53,151	55,808	58,599	61,529	64,605	67,835	71,227	62,289	52,903	55,548
Closing Balance	1,116,168	1,171,976	1,230,575	1,292,104	1,356,709	1,424,544	1,495,772	1,058,060	1,110,963	1,166,511
*Autumn Centre - Capital Upgrade										
Opening Balance	3,796,915	0	0	0	0	0	0	0	0	0
Transfers FROM Reserve	(3,889,523)	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	92,608	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0
Active Aging Development Reserve										
Opening Balance	230,565	0	0	0	0	0	0	0	0	0
Transfers FROM Reserve	(236,189)	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	5,624	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0
CHRMAP Reserve										
Opening Balance	1,937,256	3,008,386	4,534,731	6,218,849	8,052,754	10,046,887	12,212,345	14,560,916	17,105,123	19,858,267
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	950,505	1,342,367	1,421,835	1,485,817	1,552,679	1,622,550	1,695,564	1,771,865	1,851,599	1,934,921
Interest-transfer TO Reserve	120,625	183,978	262,282	348,088	441,455	542,908	653,006	772,342	901,546	1,041,286
Closing Balance	3,008,386	4,534,731	6,218,849	8,052,754	10,046,887	12,212,345	14,560,916	17,105,123	19,858,267	22,834,474

4.1 Cash Reserves - Movements

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Developer Contributions Scheme										
Opening Balance	9,886,229	3,842,589	5,994,539	5,239,453	7,553,621	2,343,041	4,080	0	0	0
Transfers FROM Reserve	(9,108,323)	(817,814)	(3,758,919)	(727,692)	(8,181,796)	(5,126,041)	(2,734,014)	0	0	0
Transfers TO Reserve	2,729,834	2,729,834	2,729,834	2,729,834	2,729,834	2,729,834	2,729,834	0	0	0
Interest-transfer TO Reserve	334,849	239,930	274,000	312,026	241,382	57,247	100	0	0	0
Closing Balance	3,842,589	5,994,539	5,239,453	7,553,621	2,343,041	4,080	0	0	0	0
CLAG -Peel Mosquito Control										
Opening Balance	0	0	0	0	0	0	0	0	0	0
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0
Administration and Community Buildings										
Opening Balance	625,022	0	0	0	0	0	0	0	0	0
Transfers FROM Reserve	(640,266)	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	15,244	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0
Life Long Learning Reserve										
Opening Balance	239,640	0	0	0	0	0	0	0	0	0
Transfers FROM Reserve	(245,485)	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	5,845	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0
Investment Property Income										
Opening Balance	889,691	1,260,677	1,660,008	2,089,394	2,550,641	3,045,653	3,576,441	4,145,122	4,753,934	5,405,234
Transfers FROM Reserve	0	0	0	0	0	0	0	0	0	0
Transfers TO Reserve	318,538	328,094	337,937	348,075	358,517	369,273	380,351	391,762	403,515	415,620
Interest-transfer TO Reserve	52,448	71,236	91,449	113,172	136,495	161,514	188,331	217,050	247,785	280,652
Closing Balance	1,260,677	1,660,008	2,089,394	2,550,641	3,045,653	3,576,441	4,145,122	4,753,934	5,405,234	6,101,506
Investment Property										
Opening Balance	12,807,276	13,447,640	14,120,022	14,826,023	15,567,324	16,345,690	17,162,975	18,021,123	18,922,180	19,868,289
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	640,364	672,382	706,001	741,301	778,366	817,285	858,149	901,056	946,109	993,414
Closing Balance	13,447,640	14,120,022	14,826,023	15,567,324	16,345,690	17,162,975	18,021,123	18,922,180	19,868,289	20,861,703

4.1 Cash Reserves - Movements

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Aquajetty Stage 2										
Opening Balance	9,274,676	0	0	0	0	0	0	0	0	0
Transfers FROM Reserve	(9,500,887)		0	0	0	0	0	0	0	0
Transfers TO Reserve		0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	226,212	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0
Special Projects										
Opening Balance	9,052,452	9,505,075	0	0	0	0	0	0	0	0
Transfers FROM Reserve	0	(9,736,906)	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	452,623	231,831	0	0	0	0	0	0	0	0
Closing Balance	9,505,075	0	0	0	0	0	0	0	0	0
TOTAL - ALL RESERVES										
Opening Balance	104,207,554	100,720,335	82,148,777	92,471,034	90,808,633	88,745,043	98,306,305	104,091,289	108,729,905	117,164,861
Transfers FROM Reserves	(12,484,338)	(10,554,720)	1,573,631	(727,692)	(8,181,796)	277,378	(2,734,014)	(1,100,000)	670,214	10,627,799
Transfers TO Reserves	3,998,877	(12,477,060)	4,489,605	(5,404,944)	1,738,848	4,721,656	3,582,471	547,856	2,255,113	2,350,541
Interest-Transfer TO Reserve	4,998,241	4,460,222	4,259,020	4,470,236	4,379,358	4,562,228	4,936,527	5,190,761	5,509,628	6,182,702
Closing Balance	100,720,335	82,148,777	92,471,034	90,808,633	88,745,043	98,306,305	104,091,289	108,729,905	117,164,861	136,325,902

4.2 Loans Summary

New Loan Borrowings

Start Year	PROPOSED NEW BORROWINGS PROGRAM	Loan Period	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	Total New Borrowings
2026	Baldivis District Sporting Complex Stage 1	10											
2026	Anniversary Park	10											
2027	Aqua Jetty Stage 2	20	35,000,000										35,000,000
2027	Safety Bay Foreshore Community Facility	10	11,000,000										11,000,000
2028	Rockingham Foreshore Activity Node	10		3,300,000									3,300,000
2028	Warnbro Community Recreation Centre Redevelopment	10		8,700,000									8,700,000
2029	New Southern Depot	20			12,000,000								12,000,000
2029	East Baldivis Recreation Reserve (Shared Use)	10			5,000,000								5,000,000
2029	Mike Barnett Sports Complex Master Plan	10			10,700,000								10,700,000
2030	Rockingham Aquatic Centre	10				22,000,000							22,000,000
2030	Baldivis Outdoor Courts	10				1,000,000							1,000,000
2030	Secret Harbour Library	10				1,100,000							1,100,000
2031	Asset Management	10					10,000,000						10,000,000
2032	Lark Hill Sportsplex Northern Expansion	10						15,000,000					15,000,000
2033	2032-33 Loans	10							0				0
2034	2033-34 Loans	10								0			
2035	2034-35 Loans	10									0		
2036	2035-36 Loans	10										0	
Total Borrowed Amount			46,000,000	12,000,000	27,700,000	24,100,000	10,000,000	15,000,000	0	0	0	0	134,800,000

Loan Repayments

Start Year	New Loan Repayments - Principal and Interest	Loan Type	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	Expiry Year
2026	Baldivis District Sporting Complex Stage 1	(P & I Loan)	40,329	80,659	80,659	80,659	80,659	80,659	80,659	80,659	80,659	80,659	2036
2026	Anniversary Park	(P & I Loan)	134,431	268,863	268,863	268,863	268,863	268,863	268,863	268,863	268,863	268,863	2036
2027	Aqua Jetty Stage 2	(P & I Loan)		3,028,366	3,028,366	3,028,366	3,028,366	3,028,366	3,028,366	3,028,366	3,028,366	3,028,366	2047
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	1,478,746	2037
2028	Rockingham Foreshore Activity Node	(P & I Loan)			443,624	443,624	443,624	443,624	443,624	443,624	443,624	443,624	2038
2028	Warnbro Community Recreation Centre Redevelopment	(P & I Loan)			1,169,553	1,169,553	1,169,553	1,169,553	1,169,553	1,169,553	1,169,553	1,169,553	2038
2029	New Southern Depot	(P & I Loan)				1,038,297	1,038,297	1,038,297	1,038,297	1,038,297	1,038,297	1,038,297	2049
2029	East Baldivis Recreation Reserve (Shared Use)	(P & I Loan)				672,157	672,157	672,157	672,157	672,157	672,157	672,157	2039
2029	Mike Barnett Sports Complex Master Plan	(P & I Loan)				1,438,416	1,438,416	1,438,416	1,438,416	1,438,416	1,438,416	1,438,416	2039
2030	Rockingham Aquatic Centre	(P & I Loan)					2,957,491	2,957,491	2,957,491	2,957,491	2,957,491	2,957,491	2040
2030	Baldivis Outdoor Courts	(P & I Loan)					134,431	134,431	134,431	134,431	134,431	134,431	2040
2030	Secret Harbour Library	(P & I Loan)					147,875	147,875	147,875	147,875	147,875	147,875	2040
2031	Asset Management	(P & I Loan)						1,344,314	1,344,314	1,344,314	1,344,314	1,344,314	2043
2032	Lark Hill Sportsplex Northern Expansion	(P & I Loan)							2,016,471	2,016,471	2,016,471	2,016,471	2042
2033	2032-33 Loans	(P & I Loan)								0	0	0	2044
2034	2033-34 Loans	(P & I Loan)									0	0	2045
2035	2034-35 Loans	(P & I Loan)										0	2046
2036	2035-36 Loans	(P & I Loan)											2041
TOTAL NEW LOAN REPAYMENTS			174,761	4,856,634	6,469,811	9,618,681	12,858,478	14,202,792	16,219,264	16,219,264	16,219,264	16,219,264	

Loan No	Existing Loan Repayments - Principal Only	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	Expiry Year
LAW, ORDER & PUBLIC SAFETY												
263	Dog Pound	68,212	73,381									2027
RECREATION & CULTURE												
270B	Lark Hill Development											2025
274	Lark Hill Development	220,363										2026
275	Lark Hill Development	213,162	229,316									2028
276	Lark Hill Development	511,588	550,358									2028
TOTAL EXISTING LOAN REPAYMENTS		1,013,324	853,055	0	0	0	0	0	0	0	0	
TOTAL ANNUAL SELF SUPPORTING (SS) LOANS		0	0	0	0	0	0	0	0	0	0	
TOTAL EXISTING LOAN REPAYMENTS LESS SS LOANS		1,013,324	853,055	0	0	0	0	0	0	0	0	
TOTAL ANNUAL BUDGET COSTS OF LOAN REPAYMENTS		1,188,085	5,709,689	6,469,811	9,618,681	12,858,478	14,202,792	16,219,264	16,219,264	16,219,264	16,219,264	

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

	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	
DEBT SERVICING											
Principle on Debt Outstanding	49,396,399	57,901,581	80,912,488	99,280,199	101,902,850	108,134,664	98,257,513	87,778,843	76,662,022	64,868,187	
Net Loan Repayments	1,188,085	5,709,689	6,469,811	9,618,681	12,858,478	14,202,792	16,219,264	16,219,264	16,219,264	16,219,264	
Net Loan payments as a percent of Available revenue (max 8%)	0.62%	2.79%	3.00%	4.35%	5.64%	5.89%	6.48%	6.29%	6.06%	5.75%	
Debt Outstanding as percent of Available Revenue (max 45%)	25.73%	28.26%	37.58%	44.95%	44.68%	44.84%	39.26%	34.02%	28.64%	22.99%	
Available Operating Revenue	191,965,965	204,902,803	215,318,701	220,889,371	228,093,068	241,131,582	250,260,536	258,008,742	267,667,697	282,109,690	
Operating Surplus before Interest and Depreciation	24,829,025	26,797,394	29,314,845	30,453,213	33,221,450	36,449,501	40,065,143	43,767,481	47,752,346	52,320,998	
Debt Service Coverage Ratio (min 2.0)	20.90	4.69	4.5	4.53	3.17	2.58	2.57	2.47	2.70	2.94	3.23

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Fleet Replacement

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5.1 Replacement - Passenger Vehicles

Rego No	Plant No	Plant Description	Location	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
2003 RO	65925	Toyota Corolla Ascent Hatch	Coordinator Procurement Services				25,000					28,000	
2005 RO	652355	Toyota Corolla Ascent Hatch Hybrid	Youth Services					25,000					28,500
2007 RO	652505	Toyota Corolla Ascent Hatch	Coordinator Community Capacity Building					25,000					28,000
2008 RO	652855	Mazda 3 G20 Pure Hatch	Coordinator Community Facilities					25,000					28,000
2009 RO	652162	Toyota Corolla Ascent Hatch	Coordinator Strategic Planning	21,000					26,000				
2010 RO	658144	Mazda 3 G20 Pure Hatch	Senior Building Surveyor			21,000					26,000		
2014 RO	659099	Toyota Corolla Ascent Hatch	Construction Engineer / Project Manager					25,000					28,500
2021 RO	657455	Mazda 3 G20 Pure Hatch	Building Asset Inspector					25,000					28,500
2020 RO	621355	Mazda 3 G20 Pure Hatch	Maintenance Engineer			24,000			26,500			28,000	
2025 RO	653144	Mazda 3 G20 Pure Hatch	Coordinator Building Services				24,000					28,000	
2027 RO	65705	Mazda 3 G20 Pure Hatch	CELT Building and Development Compliance					25,000					28,500
2028 RO	652255	Toyota Corolla Ascent Hatch	Environmental Health Officer				24,000					28,000	
2029 RO	65304	Mazda 3 G20 Pure Hatch	Building and Development Compliance Officer			24,000					27,500		
2031 RO	65055	Mitsubishi Outlander LS AWD	Manager Library Services			26,000			28,000			32,000	
2033 RO	65294	GWM Haval Ora Good Cat Hatch (EV)	Coordinator Smartwatch				27,000					29,000	
2034 RO	6578555	Toyota Corolla Hybrid Hatch	Senior Project Officer Planning and Development				24,000					28,000	
2036 RO	65274	Mitsubishi Outlander LS AWD	Manager Customer & Corporate Support		25,000				28,000				32,500
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			24,000					27,500		
2040 RO	69540	Volkswagen Golf Wagon	Coordinator RYC					25,000					28,500
2041 RO	65334	Toyota Corolla Ascent Hatch	Senior Environmental Health Officer				24,000					28,000	
2043 RO	65844	Toyota Corolla Ascent Hatch	Land and Development Infrastructure			24,000					27,500		
2045 RO	65584	Toyota Corolla Hybrid Hatch	Senior Building Surveyor			24,000					27,500		
2046 RO	65570	Hyundai i30 Hatch	Senior Strategic Planning Officer					25,000					28,500
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					27,500		
2055 RO	65721	Toyota Corolla Ascent Hatch	Coordinator Building Maintenance				25,000					28,000	
2056 RO	62140	Mazda 3 G20 Pure Hatch	Infrastructure Compliance Officer					25,000					28,500
2057 RO	658544	MG Excite 64 (EV)	Property Asset Inspector				40,000					43,000	
2061 RO	65344	Mazda 3 G20 Pure Hatch	Asset Systems Management Officer				25,000					28,000	
2062 RO	65354	Kia Cerato Hatch	Coordinator Projects			24,000					27,500		
2064 RO	652055	Mazda 3 G20 Pure Hatch	Coordinator Statutory Planning					25,000					28,500

5.1 Replacement - Passenger Vehicles

Rego No	Plant No	Plant Description	Location	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
2067 RO	654033	Toyota Corolla Sedan	Coordinator Infrastructure and Coastal Engineering			24,000					27,500		
2070 RO	658744	Toyota Corolla Hatch	Coordinator Prosecutions			24,000					27,500		
2080 RO	658800	Hyundai i30 Hatch	Senior Project Supervisor					25,000					28,500
2083RO	65174	Mazda 3 G20 Pure Hatch	Coordinator Design Services		21,500					27,000			
2087RO	6562555	Toyota Corolla Ascent Hatch Hybrid	Electrical Asset Inspector					25,000					27,500
2088 RO	65364	Toyota Corolla Ascent Hatch	Environmental Health Officer		21,000					27,000			
2089 RO	653844	Mazda 3 G20 Pure Hatch	Parks Asset Inspector				25,000					28,000	
2098 RO	65944	Mazda 3 G20 Pure Hatch	Asset Inspector			24,000					27,500		
2103 RO	654555	Toyota Corolla Hybrid Hatch	Smartwatch	24,500		25,500		26,000		27,000		28,000	
2104 RO	654655	Toyota Corolla Hybrid Hatch	Smartwatch	24,500		25,500		26,000		27,000		28,000	
2105 RO	654755	Toyota Corolla Hybrid Hatch	Smartwatch		25,000		25,500		26,500		27,500		28,000
2106 RO	654855	Toyota Corolla Hybrid Hatch	Smartwatch	24,500		25,500		26,000		27,000		28,000	
2107 RO	654955	Toyota Corolla Hybrid Hatch	Smartwatch		25,000		25,500		26,500		27,500		28,000
2108 RO	655055	Toyota Corolla Hybrid Hatch	Smartwatch		25,000		25,500		26,500		27,500		28,000
2035 RO	65184	Mazda 3 G20 Pure Hatch	CELT Rangers - Coordinator			25,000					27,500		28,000
2016 RO	65984	Toyota Corolla Hybrid Hatch	Civil Designer - Roads				25,000					27,000	
2030 RO	657344	Toyota Corolla Hybrid Hatch	Building Systems Officer				25,000					27,000	
2091 RO	652644	Mazda 3 G20 Pure Hatch	Coordinator Land and Development				25,500					28,000	
2119 RO	65024	BYD Dolphin (EV)	Team Leader Asset Support Services				27,000					28,000	
2122 RO	650355	Hybrid Hatch	Building and Development Verge Compliance Officer					26,000					27,000
		Hybrid Hatch	Irrigation Technical Officer					26,000					27,000
		Hybrid Hatch	Senior Building Operations Officer (BM)					26,000					27,000
2121 RO	65005	Mazda 3 G20 Pure Hatch	Parks Asset Inspector (BM)					26,000					27,000
		SUV/Sedan	Governance/Leasing					30,000					31,000
Total Annual Cost				94,500	142,500	436,500	477,000	512,000	188,000	135,000	438,500	588,000	623,500

5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Location	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
2023 RO	625844	Ford Ranger 4x2 Dual Cab Utility	Projects Technical Officer			\$34,000					\$39,000		
2115 RO	62912	Ford Ranger 4x2 Dual Cab Utility	Building Trades Supervisor	\$32,000					\$37,000				
2097 RO	62893	Ford Ranger 4x2 Dual Cab Utility	Engineering Resurfacing / Contracts Officer			\$34,000					\$39,000		
2013 RO	62989	Ford Ranger 4x2 Single Cab Utility Trade Mate Body	Engineering Surveyor				\$35,000					\$45,000	
RO 97	625344	Ford Ranger 4x2 Single Cab Chassis	Reticulation Officer			\$63,000					\$40,000		
RO 33	620099	Ford Ranger 4x2 Single Cab Utility	Metal Trades Officer				\$35,000					\$45,000	
RO 20	62939	Ford Ranger 4x2 Single Cab Utility Trade Mate Body	Reticulation Officer				\$35,000					\$65,000	
RO 53	690133	Ford Ranger 4x4 Dual Cab Utility	CELT Chief Fire Control Officer			\$38,000					\$38,000		
RO 59	627855	Ford Ranger 4x4 Dual Cab Utility	Parks Bush Maintenance			\$34,000					\$39,000		
RO 6	62270	Ford Ranger 4x4 Dual Cab Utility	Deputy Fire Control Officer					\$36,000					\$39,000
RO 71	62241	Ford Ranger 4x4 Dual Cab Utility	CELT Fire Prevention Officer	\$38,000					\$42,000				
2112 RO	62362	Ford Ranger 4x4 Dual Cab Utility	Development Assessment Officer	\$33,000				\$38,000					\$40,000
RO 74	62351	Ford Ranger 4x4 Dual Cab Utility with Tray Back	Bush Maintenance	\$34,000					\$37,000				
RO 64	620500	Ford Ranger 4x4 Single Cab Utility	Technical Services Road Maintenance					\$36,000					\$39,000
2090 RO	62330	Ford Ranger 4x4 Single Cab with Trade Mate Body	Painter				\$60,000					\$65,000	
RO 62	625955	Isuzu Dmax SX 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer			\$33,500					\$60,000		
2084 RO	621793	Ford Ranger Pick up Dual Cab Utility with Canopy	Contract Compliance Officer		\$33,000					\$38,000			
RO 28	629744	Ford Ranger Super Cab Chassis XL Utility	Litter Crew			\$33,500					\$39,000		
RO 32	62865	Toyota HiAce LWB	Carpenter					\$34,000					\$36,000
RO 7	62075	Toyota HiAce LWB	Carpenter					\$34,000					\$36,000
RO 46	62035	Toyota HiAce LWB	Carpenter					\$34,000					\$36,000
RO 44	626155	Mazda BT50 Dual Cab Pick Up XT 4x4	Conservation Officer				\$34,000					\$36,000	
RO 84	62405	Isuzu Dmax Single Cab 4x4	Passive Turf				\$34,000					\$36,000	
2011 RO	62643	Isuzu Dmax 4x2 Dual Cab Utility	Tree Management Supervisor		\$37,000				\$39,000				
2024 RO	6279444	Isuzu Dmax 4x2 Dual Cab Utility	Coordinator Fleet and Depot		\$33,000					\$37,000			
2051 RO	62924	Isuzu Dmax 4x2 Dual Cab Utility	CELT Building and Development Compliance		\$33,000				\$37,000				
2059 RO	62711	Isuzu Dmax 4x2 Dual Cab Utility	CELT Building and Development Compliance					\$35,000					\$40,000
2092 RO	62040	Isuzu Dmax 4x2 Dual Cab Utility	Lark Hill Attendant				\$32,000					\$35,000	
2096 RO	62023	Isuzu Dmax 4x2 Dual Cab Utility	Fleet Management Supervisor		\$31,000					\$33,000			
RO 49	625495	Mazda BT-50 4x2 Dual Cab Utility	Parks - Mowing Team				\$32,000					\$35,000	

5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Location	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
RO 81	626755	Mazda BT-50 4x2 Dual Cab Utility	Parks				\$32,000					\$35,000	
RO 87	626944	Mazda BT-50 4x2 Dual Cab Utility	Parks				\$32,000					\$35,000	
RO 88	626844	Mazda BT-50 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 WHS			\$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		\$33,000					\$40,000			
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					\$65,000	
RO 73	626033	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer		\$34,000					\$65,000			
RO 85	62753	Isuzu Dmax 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer		\$34,000					\$65,000			
2109 RO	62663	Isuzu Dmax 4x4 Single Cab Utility with Trade Mate Body	Painter		\$51,000					\$54,000			
RO 48	62883	Isuzu Dmax 4x2 Space Cab Utility	Playground Maintainer	\$31,000					\$52,000				
RO 39	62700	Isuzu Dmax 4x2 Utility with Tray Back	Parks - Mowing Team				\$31,000					\$35,000	
RO 41	625133	Isuzu Dmax 4x2 Utility with Tray Back	Parks		\$31,000						\$34,000		
2019 RO	62323	Isuzu Dmax 4x4 Dual Cab Utility	LitterBusters		\$34,000					\$40,000			
2052 RO	656952	Isuzu Dmax 4x4 Dual Cab Utility	A/Senior Environmental				\$31,000					\$33,000	
2099 RO	629533	Isuzu Dmax 4x4 Dual Cab Utility	CELT Rangers			\$34,000					\$52,000		
RO 16	627600	Isuzu Dmax 4x4 Dual Cab Utility	Landfill					\$34,000					
RO 4	621644	Isuzu Dmax 4x4 Single Cab Utility	Workshop Mechanics				\$50,000					\$55,000	
2079 RO	62263	Isuzu Dmax 4x4 Space Cab Utility with Pod	CELT Rangers		\$36,000			\$50,000				\$52,000	
2018 RO	62724	Isuzu Dmax 4x2 Crew Cab SX	Civil Engineering Maintenance			\$32,000					\$34,000		
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		\$30,000					\$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 Senior Building and Development Compliance Officer			\$34,000					\$38,000		
2058 RO	62504	Mazda BT50 4x4 Dual Cab Utility	Waste Collection Supervisor(s)			\$34,000					\$38,000		

5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Location	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
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	\$31,000					\$34,000				
2082 RO	62125	Isuzu Dmax SX Crew Cab 4x2	Passive Parks Supervisor					\$31,000					\$33,000
RO 70	6284555	Isuzu Dmax 4x2 Single Cab Chassis	Reticulation Officer		\$35,000					\$67,000			
RO 72	62575	Isuzu DMax 4x2 Single Cab Utility with Trade Mate Body	Reticulation Officer					\$36,000					\$70,000
2006 RO	62065	Ford Ranger Dual Cab 4x2	Civil Construction Supervisor				\$30,000					\$35,000	
2071 RO	62831	Mitsubishi Triton 4x4 Dual Cab Utility	Landfill Operations		\$35,000					\$38,000			
RO 45	62772	Mitsubishi Triton 4x4 Dual Cab Utility	Conservation Officer	\$33,000					\$35,000				
RO 66	62013	Mitsubishi Triton 4x4 Single Cab Utility	Landfill pool vehicle			\$31,500					\$34,000		
2068 RO	62322	Mitsubishi Triton 4x4 Space Cab Utility	CELT Rangers		\$50,000					\$50,000			
2072 RO	621844	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers				\$50,000					\$34,000	
2073 RO	62524	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers				\$50,000					\$34,000	
2074 RO	62204	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers				\$50,000					\$34,000	
2075 RO	62254	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers			\$50,000					\$34,000		
2076 RO	62231	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers					\$32,000					\$52,000
2077 RO	6222222	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers	\$36,000					\$50,500				
2078 RO	6221444	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers			\$50,000					\$34,000		
2085 RO	62192	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers	\$36,000					\$50,500				
2094 RO	62312	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers		\$37,000					\$50,500			
2081 RO	62371	Mitsubishi Triton 4x4 Space Cab Utility with Pod	CELT Rangers	\$36,000					\$50,500				
2063 RO	62954	Mitsubishi Triton Dual Cab Pick Up 4x2 Utility	Infrastructure Project Officer			\$32,500					\$33,000		
2116 RO	62554	Mitsubishi Triton Dual Cab Utility 4x2	Supervisor Streetscapes				\$32,000					\$35,000	
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				\$28,000					\$30,000	
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	62425	Mitsubishi Triton GLX Dual Cab Utility With Canopy	Work Health And Safety					\$31,000					\$33,500
2044 RO	62414	Mitsubishi Triton 4x4 Dual Cab Utility	Coastal Engineering Officer				\$32,000					\$34,500	
2086 RO	620855	Ford Ranger Dual Cab 4x2	Subdivision Inspector				\$32,000					\$34,500	
2095 RO	62875	Ford Ranger Dual Cab	Coordinator Parks Operations			\$36,000					\$38,000		

5.2 Replacement - Light Commercial Vehicles

Rego No.	Plant No.	Plant Description	Location	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
2004 RO	62383	Nissan Navara 4x4 King Cab Pick Up Canopy	Team Leader Ranger Services		\$35,000					\$50,000			
2032 RO	695300	Toyota 10 seater Bus with Wheel Chair Access	Pool Vehicle					\$62,000					\$64,000
2022 RO	69529	Toyota 12 seater Bus	Pool Vehicle					\$47,000					\$50,000
2113 RO	62430	Toyota Landcruiser	Bush Fire Mitigation Officer					\$50,000					\$50,250
2114 RO	62440	Toyota Landcruiser	Bush Fire Mitigation Officer					\$50,000					\$50,250
2060 RO	62293	Volkswagen Caddy	CELT Rangers - Pound			\$25,000					\$28,000		
RO 78	69550	Volkswagen Crafter Van	Neighbourhood Unite Van		\$44,000							\$46,000	
2118 RO	62944	VW Crafter Van (specialised fit out - visitor van)	Economic Development and Tourism				\$48,000						\$50,000
RO 5	62284	Isuzu Dmax Crew Cab 4x4	Environmental				\$35,000					\$38,000	
		4X2 Dual Cab Utility	Parks - Mowing Team					\$32,000					\$36,000
2053 RO	62452	Mitsubishi Triton Dual Cab 4x2	Building Maintenance Supervisor		\$30,000					\$33,000			
2120 RO	62305	Ford Ranger Dual Cab Utility 4x4	Bushfire Mitigation Supervisor					\$36,000					\$39,000
			Passive Turf Management Supervisor	\$45,000					\$32,000				
Total Annual Cost				\$385,000	\$838,000	\$914,000	\$923,000	\$738,000	\$496,500	\$824,500	\$996,500	\$1,062,000	\$794,000

5.3 Replacement - Waste Collection Major Plant

Plant No	Rego No	Plant Description	Model	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
617544	RO 18	Rear Loader Rubbish Truck 11m3	Isuzu FSR140/120-260 Auto MWB / Bucher Body		450,000				470,000				485,000
61719	RO 1987	Rear Loader Rubbish Truck 15m3	Volvo FE 300HP / Superior Pac					465,000				485,000	
61800	RO 90	Rear Loader Rubbish Truck 15m3	Volvo FE 300HP / Superior Pac			460,000				475,000			
61705	RO 80	Side Loader Rubbish Truck	Isuzu FVY 240/300 / Superior Pak				480,000				500,000		
61735	RO 56	Side Loader Rubbish Truck	Isuzu FVY 240/300 / Superior Pak				480,000				500,000		
61744	RO 24	Side Loader Rubbish Truck	Isuzu FVZ / Superior Pac		475,000				490,000				520,000
61775	RO 91	Side Loader Rubbish Truck	Isuzu FVY 240/300 / Superior Pak				480,000				500,000		
61782	RO 65	Side Loader Rubbish Truck	Volvo FE 300HP / Superior Pac					485,000				510,000	
61792	RO 52	Side Loader Rubbish Truck	Volvo FE 300HP / Superior Pac					485,000				510,000	
617255	RO 40	Side Loader Rubbish Truck	Isuzu FVYZ-N22 FVZ240 / Superior Pac				480,000				500,000		
617644	RO 93	Side Loader Rubbish Truck	Isuzu FVZ240 / Superior Pac		475,000				490,000				520,000
618344	RO 21	Auto Tailgate Lift Truck	Hino 300S 921			130,000							
66230		High Pressure Cleaner	Jetwave CW200-21			10,000				11,200			
Total Annual Cost				0	1,400,000	600,000	1,920,000	1,435,000	1,450,000	486,200	2,000,000	1,505,000	1,525,000

5.4 Replacement - Landfill Major Plant

Plant No	Rego No	Plant Description	Model	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
60039	RO 99	CAT Grader	120M										
60303	1HUU 175	Yanmar Loader	V4-6					108,000					
603322		Sumitomo SH180LC6 Excavator	SH18LC6							255,000			
60365		Track Loader	Cat 963K				580,000				630,000		
60359		Track Loader (Retained)	Cat 963K	580,000				590,000				640,000	
60372		Bomag Refuse Compactor	BC772RB-2		1,200,000					1,325,000			
60385		Bomag Refuse Compactor	BC772RB-2					1,275,000					1,500,000
60424	1IEZ 650	Cat Wheel Loader	920K						317,000				
604300	1HAP 342	Hitachi Loader	ZW250-5						330,000				
60460		Deutz / Stalker Pump	100APRCC		65,000						70,000		
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		Water Cart Doosan	DA40										
61071	RO 26086	Isuzu Water Truck						400,000					
60532		Cummins Generator	GMS100CS-AU							58,000			
60584		Lighting Tower		40,000									
61006	1EYP 387	Hooklift 6 Wheel Truck	Volvo FE										220,000
610111	RO 26074	Hooklift 6 Wheel Truck	Isuzu FVZ 1400						213,000				
618288	RO 31	Isuzu Crew Cab Service Truck	FRR 110/260			192,000							
66445		CPM 25	Chicargo Pheumatic										25,000
60525		Water Cart Volvo	Volvo A40G									1,250,000	
Total Annual Cost				620,000	1,265,000	192,000	650,000	2,373,000	860,000	1,722,000	860,000	1,890,000	1,745,000

5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Model	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
60090	RO 14	Volvo Front End Loader L35G	Small Loader			231,000							
610255	RO 94	Isuzu Truck Bucher sweeper	LitterBusters			395,000			405,000			425,000	
601255	RO 77	Hako Sweeper 1650	LitterBusters		220,000			225,000			235,000		
60135	RO 11	Hako Sweeper 1650 / Scrubber	LitterBusters		220,000			230,000			240,000		
60144	RO 26034	Multihog Medium Sweeper CV350	LitterBusters		250,000				275,000				275,000
60152	RO 10	Hino Road Sweeper	LitterBusters				395,000			415,000			425,000
60181		Hot Cold Silenced Pressure Cleaner Unit	Clean Team					32,000					35,000
60701	1TWM 024	Bandit Wood Chipper	Bandit 18XP	185,000					200,000				
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		90,000						105,000		
61209	RO 79	Hino Two Way Tipper	Hino 717						130,000				
61219	RO 26	Hino Two Way Tipper	Hino 717						130,000				
61221	RO 35	Isuzu Two Way Tipper Dual Cab Truck	Baldivis Sports Complex		105,000						120,000		
61414	RO 95	Hino Two Way Tipper	300S Series 721 Single Cab				125,000						
61136	RO 42	Hino Tipper	GH1728						167,000				
61439	RO 47	Mitsubishi Fuso Fighter 1124 Crane	Fuso Fighter Tipper	185,000							200,000		
61459	RO 96	Hino Two Way Tipper	Hino 717						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			123,000							135,000
61551	RO 15	Fuso Two Way Tipper with Crane	NPR300 crane	57	100,000						110,000		

5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Model	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
61563	RO 50	Isuzu Tipper Arrow Board	NPR 75-190				115,000						
61573	RO 19	Isuzu Two Way Tipper Crew Cab	Isuzu NPR75				115,000						
61588	2111 RO	Light Horticulture Truck Two Way Tipper	Hino Two Way Tipper					127,000					
63003	1HZA 284	Kubota RTV-X900W	Utility Site Vehicle			23,000					25,000		
63103	1HYZ 280	Toro 4000D Rotary Gang Mower	4000D			125000					130000		
63021	RO 83	Kubota M100GX	M100GX										
630455	1IRN 626	John Deere Tractor	5095M Utility Tractor 4X4				140,000					150,000	
63051	1HFC 865	Gianni Ferrari	Outfront Catcher Mower					76,000					85,000
63065	RO 92	Massey Ferguson Tractor	5608				115,000					120,000	
630733	RO 27	Massey Ferguson Tractor	5710			105,000					110,000		
63086	1GEX 790	Massey Ferguson Tractor (Larkhill)	5608				107,000					112,000	
63090	1HAJ 409	Kubota L 5740 Tractor	Larkhill		35,000								40,000
63481	1HHH 553	Kubota RTV	Utility Site Vehicle	32,000					40,000				
634944	1IMA-462	Kubota RTV 4 Seater	Utility Site Vehicle			35,000					40,000		
63501	1HKZ 030	Kubota Baroness	Gang Mower	78,000					86,000				
63502	RO 51	Kubota 57HP Tractor	Baldivis Sports Complex							38,000			
635133	1ICG483	Toro Mower Groundmaster	3200 4WD			42,000					44,000		
63521	1HFT 233	Toro 5 Gang Reel Mower 5510	Gang Mower	70,000					77,500				
63530	1HDL 281	Kubota RTV	Utility site vehicle (Larkhill)		24,000					29,000			
63540	1HBL 359	Kubota Articulated Loader	Articulated				65,000						
63551	1HKZ 029	Kubota Baroness	Gang Mower	90,000					86,000				
635633	1ICG 482	Toro Mower Groundmaster	3200 4WD			42,000					44,000		
635822	1HQB 143	Toro Mower Rear Discharge	3280D	35,000					32,000				
63603	1ICG 484	Toro Mower Groundmaster	3200 4WD			42,000					44,000		
63610	1GZR 649	Kubota Mower F2890 Side Discharge	F2890				41,500					47,000	
636233	1IBM 832	Toro Mower Groundmaster	3200 4WD			42,000					44,000		
63652	1HNC 802	Toro Mower	360 2WD Groundmaster	35,000					39,500				
63662	1HQB 144	Out Front Ride-on Mower	Baldivis Sports Complex	42,000					47,000				
63671	1HGI 133	Toro Zero Turn	7200 Zero Turn	35,000					39,500				
637111	1HEU 309	Toro Mower Rear Discharge 3280	Parks Mowing	35,000					39,500				

5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Model	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
63724	1IKI 242	Kubota Mower	F3690 Rear Discharge			45,000					47,000		
63734	1IKI 243	Kubota Mower	F3690 Rear Discharge			45,000					47,000		
637433	1ICG 485	Toro Mower Groundmaster	3200 4WD			48,000					51,000		
63905	RO 8880	Tandem Trailer	Enviromental									14,000	
63915	RO 8881	Tandem Trailer	Enviromental									14,000	
63920	1TVK 047	Plant Trailer (Sweeper)	LitterBusters		30,000			26,000			28,000		
63933	1TZD 262	Plant Trailer (Toro 4000D)	Parks Mowing								25,000		
64040	1TVK 046	Plant Trailer (Sweeper)	LitterBusters		30,000			26,000			28,000		
64065	1UBM642	Trailer VMS	Todd - Traffic control										80,000
64085	1UBM641	Trailer VMS	Todd - Traffic control										80,000
64095	1UBM640	Trailer VMS	Todd - Traffic control										80,000
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	RO 15257	Plant Trailer - Front toolbox, Actuated Tail lift	Mower Trailer								20,000		
64230	1TUY 316	Plant Trailer	3 Tonne Mower Trailer				34,000						
64257	1TSE 419	Plant Trailer	Mower Trailer	30,000						35,000			
64269	RO 8967	Plant Trailer	Mower Trailer				34,000						
64274	RO 8751	Plant Trailer	Mower Trailer									36,000	
64289	RO 8965	Plant Trailer	Mower Trailer			34,000							
64290	RO 8961	Plant Trailer	Mower Trailer						35,000				
64305	RO 8939	Plant Trailer	Mower Trailer							35,000			
64317	1TSH 259	Plant Trailer	Mower Trailer	30,000									
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		
64510	RO 8969	Plant Trailer	Mower Trailer	59			14,500						

5.5 Replacement - Parks Services Major Plant

Plant No	Rego No	Plant Description	Model	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
67075		Mow Master Reel Mower	30" Reel Mower	9,000									
670855		Mow Master Reel Mower	22" Reel Mower		8,500								
670911		Mow Master Reel Mower	22" Reel Mower	8,000					7,500				
67054		Verti Mower VMM30	Lark Hill				11,000						13,000
67064		Mow Master Verti Cutter	30" Reel Mower									10,000	
671211		Mow Master Reel Mower	30" Reel Mower	9,000					9,000				
671311		Mow Master Vertimower	VMM30/2	10,000					9,200				
67518		Mow Master Reel Mower	30" Reel Mower		7,500								
676003		Scarifier	Bluebird			5,000					5,800		
68430		Bell Fire Fighter Pod		45,000						22,000			
68440		Bell Fire Fighter Pod		45,000						22,000			
81000		Fuel Tank and Pump 2000 litre	Lark Hill		9,000								
63584	1ILS 128	Kubota Out Front Mower	F3690				41,000						46,000
635944	1ILA 193	Kubota Site Utility	RTV-X900W-H-AU				38,000						43,000
63680	1GZS 080	Toro Mower	Groundmaster 4000D				95,000						
63690	RO 8431	Trailer Tandem	Box 10x6									15,000	
		Toro 4000D Rotary Gang Mower	Parks - Mowing					100,000					
		Plant Trailer - Mowing	Parks - Mowing					16,000					
Total Annual Cost				1,320,000	1,625,400	1,465,000	2,312,500	1,081,000	2,127,600	791,000	2,218,800	1,276,500	1,519,500

5.6 Replacement - Technical Services Major Plant

Plant No	Rego No	Plant Description	Model	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
60006	2042 RO	Volvo Loader L60F	L60F	240,000									
600633	1HWQ 525	JCB Backhoe	3CX Plus					220,000					
60083	1HVI 717	CAT Skid Steer	226D3					87,000					
61041	RO 8	Mercedes Jetting Vac Truck			480,000							500,000	
610511	RO 100	Isuzu FSR700 Patching Truck	FSR700				290,000						290,000
61085	RO 36	Hino Tipper (Side Lifter)							172,000				
610900	RO 60	Mitsubishi Fuso 1627 (Crane) Truck			190,000								210,000
61013	RO 29	Isuzu Service Truck	NPR 65/45-190				190,000						
611211	RO 58	Fuso Concrete Truck			124,000						130,000		
61134	RO 25	Hino Tipper (Side Lifter)							172,000				
61144	RO 9	Isuzu 6 wheel tipper truck								245,000			
62103	RO 63	Isuzu NPR65-190 AMT	Crew Cab Light Truck			110,000					120,000		
62639	RO 67	Iveco Daily Single Cab Light Truck				80,000					80,000		
64059	RO 8968	Bob Cat Trailer 6 Tonne						29,000					
641444	RO 8865	Singe Axle Trailer											
64165	RO 8937	Tandem Trailer										12,000	
642077	1TSP 961	Tandem Trailer		12,000									14,000
64351	RO 8974	Concrete Grinding Trailer							18,000				
660100		Unimec Roller						22,500					
66056		Concrete Floor Saw				6,000			6,400			6,800	
661700		Pressure Cleaner					6,200						
661066		Wacker Pump 3"											7,000
663111	RO100	Bomag Roller BW55E		10,000						9,000			
68480		Drainage Zoom Camera Messen Nord With Rugged Tablet					31,500						
61253	2110 RO	Hino 300 Series Truck	716		123,000						140,000		
64903		Seive Bucket		8,000									
67520		Concrete Floor Grinder								7,000			
Total Annual Cost				270,000	917,000	196,000	517,700	358,500	368,400	261,000	470,000	518,800	521,000

5.7 Replacement - Other Major Plant

Plant No	Rego No	Plant Description	Model	Department	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
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	Building Maintenance						140,000				
61488	RO 68	Truck 4x4 with Tray	Isuzu	Building Maintenance					138,000					
62114	RO 54	Truck with Tray	Isuzu NPRS 65/155	Building Maintenance		110,000						120,000		
64474	RO 8849	Trailer	Dog Trailer	CELT Rangers	23,000									
63707	1GKI 347	Can-am Commander	Commander ATV	CELT Rangers				25,500						
64487	RO 8964	ATV Trailer		CELT Rangers					13,000					
64715	1UBI 342	CCTV Trailer	Viviotek	Customer and Corporate Support			110,000							
64725	1UBI 343	CCTV Trailer	Axis	Customer and Corporate Support			110,000							
64739	1TUI 819	CCTV Trailer		Customer and Corporate Support				74,000						
64745	1UBM684	Speed Sign Trailer		Customer and Corporate Support										20,000
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		20,000								
663811		Airless spray pump	Graco Gmax 7900	Building 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						
64491		Trailer Tandem 3mtr x 1.8 Mtr		Building Maintenance							8,000			
66264		Dolphin Wave Pool Cleaner	Dolphin Wave 300XL	Aqua Jetty					15,600					17,400
Total Annual Cost					47,000	205,500	463,500	191,700	190,600	152,000	23,000	120,000	32,500	37,400

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Team Plans



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6.1 Team Plans - Proposed Staff

Teams	Proposed Staff Position Title	FTE	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Asset Services - Directorate and Support	Trainee YEP - Outdoor	3.00	281,504	0	0	0	0
Asset Services - Directorate and Support	Trainee YEP - Indoor	1.00	84,166	0	0	0	0
Asset Services - Directorate and Support	Trainee YEP - Outdoor	5.00	0	487,940	0	0	0
Asset Services - Directorate and Support	Trainee YEP - Indoor	2.00	0	175,065	0	0	0
Asset Services - Directorate and Support	Contract Officer	1.00	0	106,100	0	0	0
Asset Services - Directorate and Support	YEP Trainee - Cadet	1.00	0	106,100	0	0	0
Asset Services - Directorate and Support	Technical Support Officer	1.00	0	97,588	0	0	0
Asset Services - Directorate and Support	Technical Support Officer	1.00	0	0	110,344	0	0
Asset Services - Directorate and Support	Business Analyst	1.00	0	0	0	114,757	0
Compliance and Emergency Liaison	Ranger	1.00	0	111,233	0	0	0
Compliance and Emergency Liaison	Building and Development Compliance Officer	1.00	0	97,588	0	0	0
Compliance and Emergency Liaison	Ranger	1.00	0	0	0	0	125,123
Customer and Corporate Support	Senior Coordinator – ICT Delivery	1.00	156,800	0	0	0	0
Customer and Corporate Support	Business Systems Officer/Trainer	1.00	0	115,476	0	0	0
Economic Development and Tourism	Senior Advocacy Officer	1.00	121,046	0	0	0	0
Financial Services	Property Asset Inspector	1.00	93,835	0	0	0	0
Health and Building Services	Environmental Health Officer	1.00	111,035	0	0	0	0
Health and Building Services	Health Administration Officer	.50	84,166	0	0	0	0
Health and Building Services	Trainee Building Surveyor	1.00	0	87,532	0	0	0
Health and Building Services	Building Surveyor	1.00	0	0	120,095	0	0
Human Resources Development	Coordinator Organisation Development	1.00	130,380	0	0	0	0
Infrastructure Project Delivery	Business Support Officer	1.00	0	87,532	0	0	0
Legal Services and General Counsel	Senior Legal Advisor	1.00	0	192,192	0	0	0
Legal Services and General Counsel	Executive Assistant	.60	0	63,660	0	0	0
Operations and Fleet Services	Building Trades Supervisor	1.00	127,348	0	0	0	0
Operations and Fleet Services	Fleet Maintenance Scheduler	1.00	93,835	0	0	0	0
Operations and Fleet Services	BSO Building Maintenance	1.00	84,166	0	0	0	0
Operations and Fleet Services	Coordinator Building operations	1.00	0	135,595	0	0	0
Operations and Fleet Services	Building Maintenance Officer Electrical	1.00	0	109,818	0	0	0
Operations and Fleet Services	Fleet Analyst	1.00	0	106,100	0	0	0
Operations and Fleet Services	Playground Maintainer	1.00	0	90,182	0	0	0
Operations and Fleet Services	Playground Maintainer	1.00	0	90,182	0	0	0
Operations and Fleet Services	Carpenter	1.00	0	0	115,358	0	0
Operations and Fleet Services	Building Systems Officer	1.00	0	0	114,211	0	0
Operations and Fleet Services	Metal Trades Officer	1.00	0	0	0	119,972	0
Operations and Fleet Services	Painter	1.00	0	0	0	119,972	0
Operations and Fleet Services	Graffiti Control Officer	1.00	0	0	0	97,542	0
Operations and Fleet Services	Coordinator Depot Operations	1.00	0	0	0	0	160,823
Operations and Fleet Services	Building Operations Supervisor	1.00	0	0	0	0	129,895
Operations and Fleet Services	Contracts Officer	1.00	0	0	0	0	119,347
Operations and Fleet Services	Storeperson	1.00	0	0	0	0	109,773
Operations and Fleet Services	Playground Maintainer	1.00	0	0	0	0	101,444
Operations and Fleet Services	Yardperson	1.00	0	0	0	0	98,461
Operations and Fleet Services	BSO - Building Maintenance	1.00	0	0	0	0	98,461
Parks Services	Tree Maintainer	2.00	170,860	0	0	0	0
Parks Services	Urban Forestry Officer	1.00	102,019	0	0	0	0
Parks Services	Sweeper Operator / Pressure Washer Cleaner	1.00	85,430	0	0	0	0
Parks Services	Turf Maintainer (Passive Areas)	1.00	85,430	0	0	0	0
Parks Services	Reserve Attendant (Passive Areas)	1.00	83,373	0	0	0	0
Parks Services	Parks Project Officer	1.00	0	124,195	0	0	0
Parks Services	Landscape Contract Compliance Officer	1.00	0	106,100	0	0	0

6.1 Team Plans - Proposed Staff

Parks Services	Irrigation Technician	1.00	0	94,461	0	0	0
Parks Services	Environmental Maintainer - Team Leader	1.00	0	90,182	0	0	0
Parks Services	Environmental Maintainer	1.00	0	86,708	0	0	0
Parks Services	Turf Maintainer - sports and high profile areas	1.00	0	0	98,240	0	0
Parks Services	Streetscape Turf Maintainer	1.00	0	0	92,401	0	0
Parks Services	Streetscape Reserve Attendant	1.00	0	0	90,177	0	0
Parks Services	Horticultural Supervisor	1.00	0	0	0	124,899	0
Parks Services	Horticulturalist	1.00	0	0	0	97,542	0
Parks Services	Reserve Maintainer	1.00	0	0	0	93,784	0
Planning and Development - Directorate and Support	Project Officer	1.00	0	115,476	0	0	0
Statutory Planning	Planning Officer	1.00	0	0	0	124,899	0
Strategic Asset Management	Coordinator Asset Planning and Performance	1.00	130,380	0	0	0	0
Strategic Asset Management	Asset Planning Support Officer	1.00	111,035	0	0	0	0
Strategic Asset Management	Business Improvement Specialist (Asset Management)	1.00	0	135,595	0	0	0
Strategic Asset Management	Lifecycle Planning Officer	1.00	0	115,476	0	0	0
Strategic Asset Management	Digital Asset Systems Specialist	1.00	0	0	130,924	0	0
Strategic Asset Management	Asset Risk and Resilience Analyst	1.00	0	0	0	0	141,607
Strategic Planning and Environment	Environmental Planning Officer	1.00	0	115,476	0	0	0
Strategic Planning and Environment	Project Officer - DCP	.50	0	53,050	0	0	0
Strategic Planning and Environment	Strategic Planning Officer	1.00	0	0	120,095	0	0
Strategic Planning and Environment	Sustainability Officer	1.00	0	0	0	124,899	0
Strategy, Marketing and Communications	Graphic Designer	1.00	111,035	0	0	0	0
Strategy, Marketing and Communications	Senior Community Engagement Officer	1.00	111,035	0	0	0	0
Strategy, Marketing and Communications	Graphic Designer	1.00	0	115,476	0	0	0
Strategy, Marketing and Communications	Marketing and Communication Officer	1.00	0	106,100	0	0	0
Technical Services	Senior Design Engineer	1.00	121,046	0	0	0	0
Technical Services	Draftsperson	1.00	93,835	0	0	0	0
Technical Services	Senior Drainage Engineer	1.00	0	125,888	0	0	0
Technical Services	Supervisor Civil Maintenance	1.00	0	0	120,095	0	0
Technical Services	Traffic Officer	1.00	0	0	120,095	0	0
Total		87.60	2,573,759	3,644,066	1,232,035	1,018,266	1,084,934

6.2 Team Plans - Operating Project List

Team Name	Project	2026/2027	2027/2028	2028/2029
Customer and Corporate Support	Business systems - GIS Upgrade/Replacement	80,000	0	0
Customer and Corporate Support	Business systems - ICT Project - TBC	200,000	200,000	200,000
Customer and Corporate Support	Business systems - Intranet Review & Update	200,000	0	0
Customer and Corporate Support	Business systems - Mobile Employee App	30,000	0	0
Customer and Corporate Support	Business systems - Online Rostering Solution	50,000	0	0
Technical Services	Coastal Management - Coastal Facilities Strategy	50,000	0	0
Community Capacity Building	Reconciliation Action Plan (RAP) Respect	70,000	0	0
Community Capacity Building	Review/Development of RAP	30,000	0	0
Community Capacity Building	DAIP - Changing Place	30,000	0	0
Community Development Directorate and Support	Special Projects	150,000	150,000	150,000
Community Infrastructure Planning	Reserve and Open Space Master Plans	100,000	100,000	100,000
Community Safety and Support Services	Community Services Mapping	80,000	20,000	0
Community Safety and Support Services	Community Support Services - Homelessness Response	200,000	200,000	200,000
Corporate Services Directorate and Support	Special Projects	25,000	26,000	27,040
Customer and Corporate Support	ICT Projects - Audio Visual Equipment (Admin)	40,000	70,000	150,000
Customer and Corporate Support	ICT Projects - Invoice Scanning project	100,000	0	0
Customer and Corporate Support	ICT Projects - Rock Port Enhancement	50,000	0	0
Customer and Corporate Support	ICT Projects - Wi-Fi Expansion Study	100,000	0	0
Planning and Development Directorate and Support	Strategic Metro Centre Parking Strategy	20,000	10,000	10,000
Community Capacity Building	Strategy for Early Years, Children and Young People	10,000	0	50,000
Community Capacity Building	Health and Wellbeing Strategy	0	0	49,000
Statutory Planning	Conservation Management Plan Review	0	25,000	0
Strategic Asset Management	Asset Data Improvement Project	40,000	41,600	43,264
Strategic Asset Management	Asset Revaluation	400,000	0	0
Strategic Planning and Environment	Communities Environment Program Projects	32,000	0	0
Strategic Planning and Environment	Greening Plan Review	50,000	0	50,000
Strategic Planning and Environment	Local Planning Strategy	20,000	0	50,000
Strategic Planning and Environment	Sustainable Transport Plan	300,000	0	0
Strategy, Marketing and Communications	Project Managemnt Framework Online Integration	10,000	0	0
Strategic Planning and Environment	Sustainability & Environment - Climate Change/Coastal Risk Study	0	0	150,000
Governance and Councillor Support	Corporate Governance - Agenda & Minutes Software	25,000	25,000	25,000
Statutory Planning	Heritage Walking Trail & Signage	0	50,000	0
Asset Services Directorate and Support	Underground Power Project	15,000	0	0
Asset Services Directorate and Support	EV Charging Pilot program	5,000	0	0
Asset Services Directorate and Support	East Rockingham Pioneer Cemetery Management Plan Projects	70,000	70,000	70,000
Planning and Development Directorate and Support	Foreshore Masterplans	150,000	0	0
Technical Services	Read Street and Warnbro Sound Avenue Corridor Study	30,000	30,900	31,827
Community Capacity Building	Disability Access and Inclusion Plan Development	30,000	0	0
Economic Development and Tourism	Tourism - Destination Perth	40,000	40,000	40,000
Community Infrastructure Planning	Mike Barnett Sports Complex (Planning)	100,000	0	0
Community Infrastructure Planning	East Baldivis Recreation Reserve (Planning)	150,000	0	0
Community Infrastructure Planning	Secret Harbour Community Library (Planning)	0	100,000	0

6.2 Team Plans - Operating Project List				
Customer and Corporate Support	Authority Cloud Migration	0	350,000	0
Community Capacity Building	Performing Arts Centre Feasibility Study	200,000	0	0
Economic Development and Tourism	Strategic Centre Projects	50,000	0	0
Economic Development and Tourism	Startup and Entrepreneur Programs	35,000	35,000	35,000
Parks Services	Urban Forest Strategy - Street tree planting ground truthing	85,000	88,400	91,936
Community Safety and Support Services	Community Safety and Support Services Strategy	50,000	10,000	0
	Total Cost Per Annum	3,502,000	1,641,900	1,523,067

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 2026/2027

Directorate	Overview: 2026/2027		
	Operating Income (\$)	Operating Expenditure (\$)	Directorate Operating Total (\$)
Corporate Services	53,111,827	(47,736,245)	5,375,582
Community Development	10,505,144	(29,665,195)	(19,160,051)
Asset Services	1,976,552	(73,800,168)	(71,823,616)
Planning and Development Services	6,045,115	(18,998,270)	(12,953,155)
General Management and Legal Services	358,497	(10,264,100)	(9,905,603)
Total (excluding Landfill)	71,997,135	(180,463,978)	(108,466,843)
Landfill	27,500,000	(16,534,622)	10,965,378
Operating Total Surplus/(Deficit)	99,497,135	(196,998,600)	(97,501,465)

City of Rockingham Proposed FTE by Year

Directorate	Current FTE	Proposed FTE				
		2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Corporate Services	90.40	2.00	1.00	-	-	-
Community Development*	172.76	1.00	-	-	-	-
Asset Services	268.69	17.00	24.00	9.00	7.00	8.00
Planning and Development Services	139.90	1.50	5.50	2.00	2.00	1.00
General Management and Legal Services	42.86	3.00	3.60	-	-	-
Total (excluding landfill)	714.61	24.5	34.10	11.00	9.00	9.00
Landfill Services	35.50	-	-	-	-	-
Total	750.11	24.50	34.10	11.00	9.00	9.00

Corporate Services Overview

Corporate Services Financial Overview 2026/2027

Department	Overview: 2026/2027		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Corporate Services	0	(889,226)	(889,226)
Financial Services	19,405,051	(7,777,344)	11,627,707
Customer and Corporate Support	2,120	(11,073,248)	(11,071,128)
Waste Services	33,704,656	(27,996,427)	5,708,229
Total (excluding Landfill)	53,111,827	(47,736,245)	5,375,582
Landfill Services	27,500,000	(16,534,622)	10,965,378
Operating Total Surplus/(Deficit)	80,611,827	(64,270,867)	16,340,960

Corporate Services - Five Year Financial Summary (Including Landfill Services)

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Operating Income					
Fees and charges	46,543,828	48,405,582	50,341,804	52,355,477	54,449,695
Interest income from all sources	9,594,435	9,978,212	10,377,340	10,792,436	11,224,132
Internal transactions	14,801,062	15,393,105	16,008,828	16,649,182	17,315,148
Operating grants, subsidies and contributions	6,773,402	7,044,338	7,326,111	7,619,156	7,923,922
Other revenue	1,469,100	1,527,783	1,588,813	1,652,284	1,718,295
Rates (interim)	1,430,000	1,487,200	1,546,688	1,608,556	1,672,898
Income Total	80,611,827	83,836,220	87,189,584	90,677,091	94,304,090
Expenditure					
Employee costs (Inc. Workers Comp)	(16,951,852)	(17,599,436)	(18,259,257)	(18,944,159)	(19,655,080)
Finance costs	(216,853)	(225,527)	(234,548)	(243,930)	(253,687)
Insurance expense (Ex. Workers Comp)	(1,453,933)	(1,512,090)	(1,572,574)	(1,635,477)	(1,700,896)
Internal transactions	(13,283,245)	(13,814,575)	(14,367,158)	(14,941,844)	(15,539,517)
Materials and contracts	(23,621,264)	(24,226,065)	(24,845,011)	(25,667,857)	(26,945,897)
Other expenditure	(8,743,720)	(9,093,467)	(9,457,203)	(9,835,490)	(10,228,908)
Expenditure Total	(64,270,867)	(66,471,160)	(68,735,751)	(71,268,757)	(74,323,985)
Operating Total Surplus/(Deficit)	16,340,960	17,365,060	18,453,833	19,408,334	19,980,105

Corporate Services Current and Proposed FTE

Department	Current FTE	Proposed FTE				
		2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Corporate Services - Directorate and Support	2.50	-	-	-	-	-
Development Contribution Scheme	1.00	-	-	-	-	-
Customer Services and Records	22.40	-	-	-	-	-
ICT Team	20.50	1.00	1.00	-	-	-
Finance	19.00	-	-	-	-	-
Leasing/City Properties	4.00	1.00	-	-	-	-
Procurement Services	3.00	-	-	-	-	-
Waste Collection Services	18.00	-	-	-	-	-
Total (excluding Landfill)	90.40	2.00	1.00	0.00	0.00	0.00
Landfill Services	35.50	-	-	-	-	-

Corporate Services Directorate and Support

Corporate Services Directorate and Support Achievements of the past year

- Transition from a GO to FOGO three-bin kerbside collection service
 - Contract awarded for an eight-year waste collection and processing service
 - Contract awarded for the production and delivery of kitchen caddies
 - Bin collection days reduced from six to five days a week
 - Obtained a grant under Better Bins Plus Grants.



Corporate Services Directorate and Support Strategic Objectives 2026-2028

- The Director oversees the functions within Corporate Services. Highlights are contained within the departmental team plans
- Ensure the City has the financial resources to meet its growing needs
- Supporting the State Government's waste recovery goals (75%)
- Delivery of procurement and contract management services to best-practice standards.

Corporate Services Directorate and Support Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Income Total	0	0	0	0	0
Expenditure					
Employee costs (Inc. Workers Comp)	(642,442)	(668,139)	(694,865)	(722,660)	(751,566)
Materials and contracts	(246,264)	(255,948)	(266,015)	(276,479)	(287,355)
Other expenditure	(520)	(541)	(562)	(585)	(608)
Expenditure Total	(889,226)	(924,628)	(961,442)	(999,724)	(1,039,529)
Operating Total Surplus/(Deficit)	(889,226)	(924,628)	(961,442)	(999,724)	(1,039,529)

Corporate Services Directorate and Support Major Projects

Project	2026/2027	2027/2028	2028/2029
Special Projects	25,000	26,000	27,040
Total Major Operating Projects	25,000	26,000	27,040

Financial Services

Financial Services

Achievements of the past year

- The financial position of the City remained strong and successfully mitigated financial fraud risk
- Successful 2024/2025 financial audit completed in November 2025 – unqualified audit opinion with no single findings in the management letter
- Completed the benchmarking of leasing policy against other WA and Eastern States local government.

Current FTE: 26.00



Proposed FTE: 1.00



Financial Services

Strategic Objectives 2026-2028

- 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
- A best practice level of procurement and contract management services
- A best practice approach to community leasing and property management.

Financial Services Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	1,040,000	1,081,600	1,124,864	1,169,859	1,216,653
Interest income from all sources	9,594,435	9,978,212	10,377,340	10,792,436	11,224,132
Internal transactions	214	223	231	241	250
Operating grants, subsidies and contributions	6,773,402	7,044,338	7,326,111	7,619,156	7,923,922
Other revenue	567,000	589,680	613,267	637,798	663,309
Rates (interim)	1,430,000	1,487,200	1,546,688	1,608,556	1,672,898
Income Total	19,405,051	20,181,253	20,988,501	21,828,046	22,701,164
Expenditure					
Employee costs (Inc. Workers Comp)	(4,961,058)	(5,159,495)	(5,365,880)	(5,580,512)	(5,803,729)
Finance costs	(216,853)	(225,527)	(234,548)	(243,930)	(253,687)
Insurance expense (Ex. Workers Comp)	(1,453,933)	(1,512,090)	(1,572,574)	(1,635,477)	(1,700,896)
Materials and contracts	(902,500)	(937,040)	(974,522)	(1,013,505)	(1,054,043)
Other expenditure	(243,000)	(252,720)	(262,829)	(273,342)	(284,277)
Expenditure Total	(7,777,344)	(8,086,872)	(8,410,353)	(8,746,766)	(9,096,632)
Operating Total Surplus/(Deficit)	11,627,707	12,094,381	12,578,148	13,081,280	13,604,532

Financial Services Proposed FTE

Proposed Job Title	2026/2027 FTE
Property Asset Inspector	1.00
Total Proposed FTE	1.00

Customer and Corporate Support

Customer and Corporate Support Achievements of the past year

Customer and Records Services

- First Call Resolution – Service Level 80% - Achieved 85% (95,507 calls) (2.3% increase)
- Incoming correspondence – 53,201 (6.1% increase)
- Customer Request Management (CRMs) – 144,154 (12% increase)
- Approved Record Keeping Plan

Information Communication Technology

- System Uptime – Service Level 99.5% - Achieved 99.9%

Authority	Email	CM	Internet	Intramaps	Network	Other	Phone
99.8%	100.0%	100%	100%	99.8%	100%	99.8%	99.9%

- Implementation Windows 11 and Office 365
- Major network upgrade
- Improved cyber security posture
- Developing new ICT Plan 2026-2031



Customer and Corporate Support ICT Context



750 FTE



**690+ PCs,
Laptops and Tablets**

**110+ Public PCs, Laptops and
Tablets**



**300+ CCTV
Cameras**

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



**31 Connected
Sites**

- Administration Centre
- Libraries
- Operations/Works Depot
- Sports and Leisure Facilities
- Landfill
- Disaster Recovery Site



**1 Private Fibre
21 WAN
IP Services**

69+ Wi-Fi Access Points



**410+ Smart
Phones**

Customer and Corporate Support Strategic Objectives 2026-2028

- Compliance with Privacy and Responsible Information Sharing Act 2024 (PRIS Act)
- Implementation of ICT Plan 2026-2031
- Replacement telephone system and contact centre
- Artificial Intelligence in the workplace
- Digital first/paper light focus.

Customer and Corporate Support Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	20	21	21	22	23
Other revenue	2,100	2,103	2,106	2,109	2,113
Income Total	2,120	2,124	2,127	2,131	2,136
Expenditure					
Employee costs (Inc Workers Comp)	(4,865,748)	(5,029,888)	(5,186,935)	(5,348,937)	(5,516,055)
Materials and contracts	(6,207,300)	(6,132,869)	(6,028,258)	(6,098,605)	(6,594,064)
Other expenditure	(200)	(206)	(212)	(219)	(225)
Expenditure Total	(11,073,248)	(11,162,963)	(11,215,405)	(11,447,761)	(12,110,344)
Operating Total Surplus/(Deficit)	(11,071,128)	(11,160,839)	(11,213,278)	(11,445,630)	(12,108,208)

Customer and Corporate Support Major Projects

Project	2026/2027	2027/2028	2028/2029
Business systems - GIS Upgrade/Replacement	80,000	0	0
Business systems - ICT Project	200,000	200,000	200,000
Business systems - Intranet Review and update	200,000	0	0
Business systems - Mobile Employee App	30,000	0	0
Business systems - Online Rostering Solution	50,000	0	0
ICT Projects - Audio Visual Equipment (Admin)	40,000	70,000	150,000
ICT Projects - Invoice Scanning project	100,000	0	0
ICT Projects - Rock Port Enhancement	50,000	0	0
ICT Projects - Wi-Fi Expansion Study	100,000	0	0
Authority Cloud Migration	0	350,000	0
Total Major Operating Projects	850,000	620,000	350,000

Customer and Corporate Support Proposed FTE

Proposed Job Title	2026/2027 FTE
Senior Coordinator – ICT Delivery	1.00
Total Proposed FTE	1.00

Waste and Landfill Services

Waste Services

Achievements of the past year

- Successful implementation of FOGO (Food Organics, Garden Organics) waste collection services in June 2025
- Successful implementation of new and improved dog bag dispensers
- A total of 62,364 residential and commercial services provided
- Servicing of 1,128 street and park bins, including 419 bins equipped with dog waste bags
- During 2024/2025, the kerbside waste collection service emptied:
 - **3.08 million** general waste (red lid) bins – In-house service
 - **1.2 million** recycling (yellow lid) bins – Contracted service
 - **693,000** green waste (green lid) bins – Contracted service
- A total of 57,690 tonnes of waste was collected through residential kerbside and bulk verge collections, of which 22,978 tonnes (40%) was recycled.



Waste Services Strategic Objectives 2026-2028

- Transitioning to an **in-house bulk verge collection service**, including financial, operational and resource implications.

Waste Services Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	33,703,808	35,051,961	36,454,039	37,912,200	39,428,688
Internal transactions	848	882	917	954	992
Income Total	33,704,656	35,052,843	36,454,956	37,913,154	39,429,680
Expenditure					
Employee costs (Inc Workers Comp)	(1,948,674)	(2,026,620)	(2,107,683)	(2,191,990)	(2,279,672)
Internal transactions	(11,697,553)	(12,165,455)	(12,652,074)	(13,158,156)	(13,684,482)
Materials and contracts	(14,350,200)	(14,924,208)	(15,521,176)	(16,142,024)	(16,787,704)
Expenditure Total	(27,996,427)	(29,116,283)	(30,280,933)	(31,492,170)	(32,751,858)
Operating Total Surplus/(Deficit)	5,708,229	5,936,560	6,174,023	6,420,984	6,677,822

Landfill Services

Achievements of the past year

- Preparation of the **Millar Road Landfill Facility (MRLF) Redevelopment Plan**.
- In 2024/2025, the MRLF received **166,620 tonnes** of waste, comprising:
 - **91,646 tonnes** of putrescible waste
 - **15,327 tonnes** of clean fill
 - **25,902 tonnes** of contaminated solid waste
- The MRLF recycled **12,083 tonnes** of material, including:
 - **7,032.84 tonnes** of green waste
 - **1,936.03 tonnes** of concrete
 - **2,391.18 tonnes** of scrap metal
 - **243.95 tonnes** of mattresses



Landfill Services Strategic Objectives 2026-2028

- Implement the MRLF Redevelopment Plan
- Increase diversion of recyclable materials from landfill.

Landfill Services Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	11,800,000	12,272,000	12,762,880	13,273,396	13,804,331
Internal transactions	14,800,000	15,392,000	16,007,680	16,647,987	17,313,906
Other revenue	900,000	936,000	973,440	1,012,377	1,052,873
Income Total	27,500,000	28,600,000	29,744,000	30,933,760	32,171,110
Expenditure					
Employee costs (Inc. Workers Comp)	(4,533,930)	(4,715,294)	(4,903,894)	(5,100,060)	(5,304,058)
Internal transactions	(1,585,692)	(1,649,120)	(1,715,084)	(1,783,688)	(1,855,035)
Materials and contracts	(1,915,000)	(1,976,000)	(2,055,040)	(2,137,244)	(2,222,731)
Other expenditure	(8,500,000)	(8,840,000)	(9,193,600)	(9,561,344)	(9,943,798)
Expenditure Total	(16,534,622)	(17,180,414)	(17,867,618)	(18,582,336)	(19,325,622)
Operating Total Surplus/(Deficit)	10,965,378	11,419,586	11,876,382	12,351,424	12,845,488

Community Development Overview

Community Development Financial Overview 2026/2027

Department	Overview: 2026/2027		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Community Development Directorate and Support	489,291	(726,986)	(237,695)
Community Infrastructure Planning	0	(1,255,695)	(1,255,695)
Community and Leisure Facilities	9,184,402	(9,425,159)	(240,757)
Economic Development and Tourism	72,000	(3,984,383)	(3,912,383)
Community Capacity Building	375,950	(7,764,457)	(7,388,507)
Library Services	378,501	(4,299,093)	(3,920,592)
Community Safety and Support Services	5,000	(2,209,422)	(2,204,422)
Operating Total Surplus/(Deficit)	10,505,144	(29,665,195)	(19,160,051)

Community Development Five Year Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Operating Income					
Fees and charges	9,175,350	9,456,151	9,746,023	10,045,269	10,354,178
Internal transactions	68,712	65,796	68,127	70,543	73,045
Non-operating grants, subsidies and cont	489,291	489,291	489,291	489,291	489,291
Operating grants, subsidies and contrib	479,315	406,976	409,717	412,541	415,449
Other revenue	292,476	248,531	253,736	259,098	264,627
Income Total	10,505,144	10,666,745	10,966,894	11,276,742	11,596,590
Expenditure					
Employee costs (Inc Workers Comp)	(17,285,498)	(17,922,593)	(18,584,615)	(19,272,479)	(19,987,205)
Internal transactions	(69,377)	(69,688)	(72,039)	(72,430)	(73,865)
Materials and contracts	(10,724,108)	(10,304,460)	(10,546,554)	(10,680,226)	(11,142,888)
Other expenditure	(1,586,212)	(1,080,039)	(1,094,635)	(1,109,674)	(1,125,161)
Expenditure Total	(29,665,195)	(29,376,780)	(30,297,843)	(31,134,809)	(32,329,119)
Operating Total Surplus/(Deficit)	(19,160,051)	(18,710,035)	(19,330,949)	(19,858,067)	(20,732,529)

Community Development Proposed FTE by Year

Department	Current FTE	Proposed FTE				
		2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Community Development Directorate and Support	2.80	-	-	-	-	-
Community Infrastructure Planning	5.00	-	-	-	-	-
Community and Leisure Facilities	80.45	-	-	-	-	-
Economic Development and Tourism	6.00	1.00	-	-	-	-
Community Capacity Building	30.98	-	-	-	-	-
Library and Information Services	36.73	-	-	-	-	-
Community Safety and Support Services	10.80	-	-	-	-	-
Total	172.76	1.00	0.00	0.00	0.00	0.00

Community Development Directorate and Support

Community Development Directorate and Support Achievements of the past year

- Completion of all stages of Baldivis Sports Complex
- Completion to Stan Twight Reserve Redevelopment
- Completion of Cultural Development and the Arts Strategy, Seniors Strategy and Economic Development Strategy.



Community Development Directorate and Support Strategic Objectives 2026-2028

- Redesign and redevelopment of Aqua Jetty
- Completion of Rockingham Lotteries House relocation project
- Completion of the Library Strategy
- Completion of the Disability Access and Inclusion Plan and Reconciliation Action Strategy
- Completion of design for the Rockingham Foreshore Activity Node, Mike Barnett Sports Complex and Warnbro Recreation Centre and Safety Bay Community Facility.

Community Development Directorate and Support Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Non-operating grants, subsidies and contributions	489,291	489,291	489,291	489,291	489,291
Income Total	489,291	489,291	489,291	489,291	489,291
Expenditure					
Employee costs (Inc Workers Comp)	(549,756)	(552,855)	(556,077)	(559,427)	(562,913)
Internal transactions	(500)	(500)	(500)	(500)	(500)
Materials and contracts	(176,730)	(176,730)	(176,730)	(176,730)	(176,730)
Expenditure Total	(726,986)	(730,085)	(733,307)	(736,657)	(740,143)
Operating Total Surplus/(Deficit)	(237,695)	(240,794)	(244,016)	(247,366)	(250,852)

Community Development Directorate and Support Major Projects

Project	2026/2027	2027/2028	2028/2029
Special Projects	150,000	150,000	150,000
Total Major Operating Projects	150,000	150,000	150,000

Community Infrastructure Planning

Community Infrastructure Planning Achievements of the past year

- Complete construction and officially opened the Stan Twight Reserve Clubroom Redevelopment, Baldivis Sports Complex Southern Pavilion and Outdoor Hardcourts, and the Baldivis Outdoor Recreation Space projects
- Completion of the Baldivis Recreation Reserve Master Plan
- Secured \$2,359,635 in external funding for the Baldivis Men's Shed (\$2,059,635 Department of Communities and \$300,000 Lotterywest), and finalisation of the land transfer.



Community Infrastructure Planning Strategic Objectives 2026-2028

- Construction of the Anniversary Park Clubroom Redevelopment, Autumn Centre Redevelopment, and Baldivis Men's Shed projects
- Completion of designs for the Safety Bay Foreshore Community Facility, Rockingham Foreshore Activity Node, and the Warnbro Recreation Centre Redevelopment
- Undertake community infrastructure planning activities for the future communities of Karnup and North East Baldivis
- Complete planning investigations into the Lark Hill Northern Expansion project.

Community Infrastructure Planning Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Income Total	0	0	0	0	0
Expenditure					
Employee costs (Inc Workers Comp)	(661,945)	(688,348)	(715,804)	(744,355)	(774,048)
Materials and contracts	(433,500)	(286,255)	(189,143)	(192,169)	(195,342)
Other expenditure	(160,250)	(160,258)	(160,265)	(160,273)	(160,281)
Expenditure Total	(1,255,695)	(1,134,861)	(1,065,212)	(1,096,797)	(1,129,671)
Operating Total Surplus/(Deficit)	(1,255,695)	(1,134,861)	(1,065,212)	(1,096,797)	(1,129,671)

Community Infrastructure Planning Major Projects

Project	2026/2027	2027/2028	2028/2029
Reserve and Open Space Master Plans	100,000	100,000	100,000
Mike Barnett Sports Complex	100,000	0	0
East Baldivis Recreation Reserve	150,000	0	0
Secret Harbour Community Library	0	100,000	0
Total Major Operating Projects	350,000	200,000	100,000

Community and Leisure Facilities

Community and Leisure Facilities Achievements of the past year

- Reduction in year-on-year operating deficit across the City's leisure facilities
- Operational review of all City managed Community and Leisure Facilities
- Completion of licence for the Stan Twight Reserve Pavillion.



Community and Leisure Facilities Strategic Objectives 2026-2028

- Aqua Jetty Redevelopment and Operational Requirements
- Autumn Centre Redevelopment and Operational Requirements
- Warnbro Community Recreation Centre Redevelopment
- Redevelopment of Mike Barnett Sports Complex
- Continuous improvement process for all the Community and Leisure Facilities.

Community Development Financial Overview 2026/2027

Department	Overview: 2026/2027			
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)	FTE
Community and Leisure Facilities Management and Support	14,257	(806,877)	(792,620)	5.40
Aqua Jetty	5,808,275	(5,065,280)	742,995	47.94
Rockingham Aquatic Centre	353,136	(784,603)	(431,467)	8.10
Autumn Centre	467,442	(828,066)	(360,624)	5.76
Mike Barnett Sporting Complex	937,000	(758,062)	178,938	5.70
Baldivis Indoor Sporting Complex	724,524	(839,881)	(115,357)	6.90
Warnbro Recreation Centre	110,546	(142,033)	(31,487)	0.65
Larkhill Complex	103,798	0	103,798	0
Community Sports Reserves and Facilities	156,138	0	156,138	0
Community Halls	369,286	(50,357)	318,929	0
Gary Holland Community Centre	140,000	(150,000)	(10,000)	0
Operating Total Surplus/(Deficit)	9,184,402	(9,425,159)	(240,757)	80.45

All Community and Leisure Facility Teams Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	8,819,000	9,099,651	9,389,369	9,688,455	9,997,200
Internal transactions	63,211	65,447	67,764	70,165	72,652
Operating grants, subsidies and contributions	88,715	91,376	94,117	96,941	99,849
Other revenue	213,476	173,531	178,736	184,098	189,627
Income Total	9,184,402	9,430,005	9,729,986	10,039,659	10,359,328
Expenditure					
Employee costs (Inc Workers Comp)	(7,085,335)	(7,354,969)	(7,635,012)	(7,925,827)	(8,227,827)
Internal transactions	(29,577)	(30,468)	(31,385)	(32,331)	(33,305)
Materials and contracts	(1,955,635)	(2,020,873)	(2,088,328)	(2,158,082)	(2,230,213)
Other expenditure	(354,612)	(364,892)	(375,838)	(387,114)	(398,727)
Expenditure Total	(9,425,159)	(9,771,202)	(10,130,563)	(10,503,354)	(10,890,072)
Operating Total Surplus/(Deficit)	(240,757)	(341,197)	(400,577)	(463,695)	(530,744)

Economic Development and Tourism

Economic Development and Tourism

Achievements of the past year

- Developed a new destination marketing brand to appeal to interstate and international audiences (to be delivered in the April Councillor Engagement Session)
- Delivered the City's major events program, and supported iconic events including the Rockingham Beach Cup and Rockingham Races at Lark Hill Race Club
- Developed a guiding document to inform the City's approach to acquisition of commercial property for income generation purposes, in line with Council Policy – Strategic Property Investment Framework.

Current FTE: 6.00



Proposed FTE: 1.00



Economic Development and Tourism Strategic Objectives 2026-2028

- Develop and implement a coordinated Advocacy Strategy for the City
- Work with relevant stakeholders to increase short-term accommodation throughout Rockingham
- Advocate to the State Government to progress the business case for the Rockingham Discovery Centre
- Undertake a review of the City's three major events, and recommend a way forward for Council consideration
- Develop a City owned and operated tourism website that showcases Rockingham tourism products.

Economic Development and Tourism Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	17,000	17,000	17,000	17,000	17,000
Operating grants, subsidies and contributions	55,000	55,000	55,000	55,000	55,000
Income Total	72,000	72,000	72,000	72,000	72,000
Expenditure					
Employee costs (Inc Workers Comp)	(883,283)	(918,539)	(955,206)	(993,333)	(1,032,984)
Materials and contracts	(2,958,500)	(2,881,211)	(3,002,864)	(3,058,640)	(3,188,750)
Other expenditure	(142,600)	(143,068)	(143,550)	(144,047)	(144,557)
Expenditure Total	(3,984,383)	(3,942,818)	(4,101,620)	(4,196,020)	(4,366,291)
Operating Total Surplus/(Deficit)	(3,912,383)	(3,870,818)	(4,029,620)	(4,124,020)	(4,294,291)

Economic Development and Tourism: Major Projects

Project	2026/2027	2027/2028	2028/2029
Destination Perth	40,000	40,000	40,000
Strategic Centre Projects	50,000	-	-
Startup and Entrepreneur Programs	35,000	35,000	35,000
Total Major Operating Projects	125,000	75,000	75,000

Proposed FTE

Proposed Job Title	2026/2027 FTE
Senior Advocacy Officer	1.00
Total Proposed FTE	1.00

Community Capacity Building

Community Capacity Building Achievements of the past year

- Development and Council adoption of four new Community Plan Strategies to guide CCB activity for the next five-six years
- Delivery of a range of community events
 - Symphony on the Green, Performance in the Park and smaller scale events and programs during Summer Series
- Continued delivery of volunteer programs and capacity building initiatives
 - volunteer recognition function, volunteer awards, volunteer referral and information services, volunteer training and development opportunities for individuals and clubs.



Community Capacity Building Strategic Objectives 2026-2028

- Delivery of key actions from the following strategies
 - Health and Wellbeing Strategy
 - Cultural Development and Arts Strategy
 - Strategy for Early Years, Children and Young People
 - Seniors Strategy
- Development and implementation of the Reconciliation Action Strategy 2026-2031
- Development and implementation of the Disability Access and Inclusion Plan 2026-2030.

Community Capacity Building Financial Overview 2026/2027

Department	Overview: 2026/2027			
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)	FTE
Community Capacity Building - Management and Support	0	(381,878)	(381,878)	3.00
Community Capacity Building	0	(2,095,601)	(2,095,601)	6.00
Cultural Development and the Arts*	111,350	(2,491,623)	(2,380,273)	6.00
Recreation and Wellbeing	49,600	(1,264,202)	(1,214,602)	5.68
Youth Development	215,000	(1,531,153)	(1,316,153)	10.30
Operating Total Surplus/(Deficit)	375,950	(7,764,457)	(7,388,507)	30.98

Community Capacity Building Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	22,350	22,350	22,350	22,350	22,350
Operating grants, subsidies and contributions	329,600	254,600	254,600	254,600	254,600
Other revenue	24,000	20,000	20,000	20,000	20,000
Income Total	375,950	296,950	296,950	296,950	296,950
Expenditure					
Employee costs (Inc Workers Comp)	(3,387,964)	(3,516,660)	(3,650,330)	(3,789,159)	(3,933,346)
Internal transactions	(36,300)	(36,660)	(38,032)	(37,413)	(37,808)
Materials and contracts	(3,502,143)	(3,324,931)	(3,509,205)	(3,498,029)	(3,588,492)
Other expenditure*	(838,050)	(318,406)	(318,771)	(319,149)	(319,537)
Expenditure Total	(7,764,457)	(7,196,657)	(7,516,338)	(7,643,750)	(7,879,183)
Operating Total Surplus/(Deficit)	(7,388,507)	(6,899,707)	(7,219,388)	(7,346,800)	(7,582,233)

Community Capacity Building Major Projects*

Project	2026/2027	2027/2028	2028/2029
Reconciliation Action Plan (RAP) Respect	70,000	0	0
Review/Development of RAP	30,000	0	0
DAIP - Changing Place	30,000	0	0
Strategy for Early Years, Children and Young People	10,000	0	50,000
Health and Wellbeing Strategy	0	0	49,000
Disability Access and Inclusion Plan Development	30,000	0	0
Performing Arts Centre Feasibility Study	200,000	0	0
Total Major Operating Projects	370,000	0	99,000

Library Services

Library Services

Achievements of the past year

- Spydus Library Management system upgrades providing enhanced user experience
- Review of program of children's and youth events to better suit community needs
- Supported the Mary Davies Street Makeover project in partnership with the Community Safety and Support Services and Youth Services Team.



Library Services Strategic Objectives 2026-2028

- Complete the Library Services Strategy 2026-2031
- Finalise a new 10-year agreement for the management of the Warnbro Community Library with the Department of Education
- New circulation desk at Warnbro Community Library to allow for better use of the library floor space
- Commence works for the Safety Bay Library refurbishment
- Commence the rollout of a fully digital library membership option including a library app, digital library card and ability to add library card to a digital wallet.

Library Services Financial Overview 2026/2027

Department	Overview: 2026/2027			
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)	FTE
Library Services - Management and Support	11,000	(797,768)	(786,768)	2.00
Rockingham Library	43,836	(991,296)	(947,460)	10.69
Safety Bay Library	16,000	(723,032)	(707,032)	6.99
Warnbro Library	12,500	(798,613)	(786,113)	7.34
Mary Davies Library and Community Centre	295,165	(988,384)	(693,219)	9.71
Operating Total Surplus/(Deficit)	378,501	(4,299,093)	(3,920,592)	36.73

Library Services Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	312,000	312,000	312,000	312,000	312,000
Internal transactions	5,501	349	363	378	393
Operating grants, subsidies and contributions	6,000	6,000	6,000	6,000	6,000
Other revenue	55,000	55,000	55,000	55,000	55,000
Income Total	378,501	373,349	373,363	373,378	373,393
Expenditure					
Employee costs (Inc Workers Comp)	(3,493,293)	(3,618,461)	(3,748,629)	(3,884,006)	(4,024,786)
Materials and contracts	(805,600)	(787,100)	(787,100)	(787,100)	(787,100)
Other expenditure	(200)	(200)	(200)	(200)	(200)
Expenditure Total	(4,299,093)	(4,405,761)	(4,535,929)	(4,671,306)	(4,812,086)
Operating Total Surplus/(Deficit)	(3,920,592)	(4,032,412)	(4,162,566)	(4,297,928)	(4,438,693)

Community Safety and Support Services

Community Safety and Support Services Achievements of the past year

- Introduction of the Homelessness Response Pilot Project
- Finalisation of the CCTV Plan 2026-2036
- Mental Health Advocacy Position.



Community Safety and Support Services Strategic Objectives 2026-2028

- Development of next CSSS Strategy
- Community Support Services Mapping
- Ongoing 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 (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
	5,000	5,150	5,304	5,464	5,628
Income Total	5,000	5,150	5,304	5,464	5,628
Expenditure					
Employee costs (Inc Workers Comp)	(1,223,922)	(1,272,761)	(1,323,557)	(1,376,372)	(1,431,301)
Internal transactions	(3,000)	(2,060)	(2,122)	(2,186)	(2,252)
Materials and contracts	(892,000)	(827,360)	(793,184)	(809,476)	(976,261)
Other expenditure	(90,500)	(93,215)	(96,011)	(98,891)	(101,859)
Expenditure Total	(2,209,422)	(2,195,396)	(2,214,874)	(2,286,925)	(2,511,673)
Operating Total Surplus/(Deficit)	(2,204,422)	(2,190,246)	(2,209,570)	(2,281,461)	(2,506,045)

Community Safety and Support Services Major Projects

Project	2026/2027	2027/2028	2028/2029
Community Services Mapping	80,000	20,000	0
Community Support Services - Homelessness Response	200,000	200,000	200,000
Community Safety and Support Services Strategy	50,000	10,000	0
Total Major Operating Projects	330,000	230,000	200,000

Asset Services Overview

Asset Services Financial Overview 2026/2027

Department	Overview: 2026/2027		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Asset Services Directorate and Support	14,500	(2,400,422)	(2,385,922)
Strategic Asset Management	0	(1,789,222)	(1,789,222)
Infrastructure Project Delivery	0	(2,271,891)	(2,271,891)
Operations and Fleet	275,152	(26,064,059)	(25,788,907)
Parks Services	405,700	(31,217,977)	(30,812,277)
Technical Services	1,281,200	(10,056,597)	(8,775,397)
Operating Total Surplus/(Deficit)	1,976,552	(73,800,168)	(71,823,616)

Asset Services Five Year Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Operating Income					
Fees and charges	495,700	495,636	510,505	525,820	541,595
Operating grants, subsidies and contributions	1,030,079	1,063,282	1,097,574	1,132,991	1,169,567
Other revenue	450,773	468,804	487,556	507,058	527,341
Income Total	1,976,552	2,027,722	2,095,635	2,165,869	2,238,503
Expenditure					
Employee costs (Inc Workers Comp)	(28,878,791)	(32,534,016)	(34,813,265)	(36,973,117)	(39,410,672)
Internal transactions	(1,513,788)	(1,574,458)	(1,637,435)	(1,702,797)	(1,771,031)
Materials and contracts	(35,238,703)	(35,949,433)	(37,326,996)	(38,758,127)	(40,244,918)
Other expenditure	(398,334)	(413,293)	(428,909)	(445,130)	(461,970)
Utility charges	(7,770,552)	(8,081,380)	(8,404,631)	(8,740,817)	(9,090,440)
Expenditure Total	(73,800,168)	(78,552,580)	(82,611,236)	(86,619,988)	(90,979,031)
Operating Total Surplus/(Deficit)	(71,823,616)	(76,524,858)	(80,515,601)	(84,454,119)	(88,740,528)

Asset Services Current and Proposed Staff

Department	Current FTE	Proposed FTE				
		2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Asset Services Directorate and Support	13.13	4.00	10.00	1.00	1.00	-
Strategic Asset Management	8.00	2.00	2.00	1.00	-	1.00
Technical Services	44.79	2.00	1.00	2.00	-	-
Operations and Fleet	44.27	3.00	5.00	2.00	3.00	7.00
Parks Services	142.50	6.00	5.00	3.00	3.00	-
Infrastructure Project Delivery	16.00	-	1.00	-	-	-
Total	268.69	17.00	24.00	9.00	7.00	8.00

Asset Services Directorate and Support

Asset Services Directorate and Support 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
- Progressing the Second Depot project.

Current FTE: 13.13



Proposed FTE: 4.00



Asset Services Directorate and Support Strategic Objectives 2026-2028

- Completing the review of the Bushfire Risk Management System
- 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 (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	14,500	0	0	0	0
Income Total	14,500	0	0	0	0
Expenditure					
Employee costs (Inc. Workers Comp)	(2,058,322)	(3,112,369)	(3,346,094)	(3,593,553)	(3,736,120)
Materials and contracts	(284,600)	(270,393)	(276,378)	(282,561)	(288,949)
Other expenditure	(57,500)	(59,180)	(60,910)	(62,692)	(64,528)
Expenditure Total	(2,400,422)	(3,441,942)	(3,683,382)	(3,938,806)	(4,089,597)
Operating Total Surplus/(Deficit)	(2,385,922)	(3,441,942)	(3,683,382)	(3,938,806)	(4,089,597)

Asset Services Directorate and Support Major Projects

Project	2026/2027	2027/2028	2028/2029
Underground Power Project	15,000	0	0
Electric Vehicle Charging Pilot Program	5,000	0	0
East Rockingham Pioneer Cemetery Management Plan Projects	70,000	70,000	70,000
Total Major Operating Projects	90,000	70,000	70,000

Asset Services Directorate and Support Proposed FTE

Proposed Job Title	2026/2027 FTE
Trainee YEP - Outdoor	3.00
Trainee YEP - Indoor	1.00
Total Proposed FTE	4.00

Strategic Asset Management

Strategic Asset Management Achievements of the past year

- Develop and implement targeted asset improvement programs
- Enhance asset management systems and data quality in line with the Strategic Asset Management Plan
- Support successful financial audits through accurate asset valuation processes.

Current FTE: 8.00



Proposed FTE: 2.00



Strategic Asset Management

Strategic Objectives 2026-2028

- Deliver priority improvement initiatives across infrastructure asset classes, focusing on renewal planning and execution to extend asset life, reduce risk, and maintain service levels within sustainable financial parameters
- Advance asset management systems, data quality, and integration to enable lifecycle modelling, risk-based decision-making, and continuous improvement
- Embed asset management governance, performance monitoring, and awareness across the organisation to support sustainable, risk-informed strategic planning.

Strategic Asset Management Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Income Total	0	0	0	0	0
Expenditure					
Employee costs (Inc. Workers Comp)	(1,241,472)	(1,542,200)	(1,734,813)	(1,804,205)	(2,017,980)
Materials and contracts	(508,250)	(112,080)	(116,048)	(120,160)	(124,419)
Other expenditure	(39,500)	(41,080)	(42,723)	(44,432)	(46,209)
Expenditure Total	(1,789,222)	(1,695,360)	(1,893,584)	(1,968,797)	(2,188,608)
Operating Total Surplus/(Deficit)	(1,789,222)	(1,695,360)	(1,893,584)	(1,968,797)	(2,188,608)

Strategic Asset Management Major Projects

Project	2026/2027	2027/2028	2028/2029
Asset Data Improvement Project	40,000	41,600	43,264
Asset Revaluation	400,000	0	0
Total Major Operating Projects	440,000	41,600	43,264

Proposed FTE

Proposed Job Title	2026/2027 FTE
Asset Planning Support Officer	1.00
Coordinator Asset Planning and Performance	1.00
Total Proposed FTE	2.00

Technical Services

Technical Services Achievements of the past year

- Development of Heavy Vehicle Network Plan 2025-2030
- Delivery of a number of large and complex roads projects upgrade such as Mundijong Road, Mandurah Road and Stakehill Road and securing \$7M funding for upgrading Baldivis Road/Kulija Road intersection
- Recognition as five ribbon WALGA RoadWise Council.

Current FTE: 44.79



Proposed FTE: 2.00



Technical Services

Strategic Objectives 2026-2028

- Development of Drainage Action Plan 2026-2031
- Read Street and Warnbro Sound Avenue Corridor Study in 2025/2026 and 2026/2027
- Develop Walking and Cycling Plan in 2027/2028, 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 (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	481,200	495,636	510,505	525,820	541,595
Operating grants, subsidies and contributions	800,000	824,000	848,720	874,182	900,407
Income Total	1,281,200	1,319,636	1,359,225	1,400,002	1,442,002
Expenditure					
Employee costs (Inc. Workers Comp)	(4,937,325)	(5,258,365)	(5,696,019)	(5,923,861)	(6,160,813)
Internal transactions	(338,772)	(352,324)	(366,416)	(381,073)	(396,316)
Materials and contracts	(4,753,500)	(4,854,306)	(4,999,937)	(5,149,932)	(5,304,428)
Other expenditure	(27,000)	(27,810)	(28,645)	(29,504)	(30,389)
Expenditure Total	(10,056,597)	(10,492,805)	(11,091,017)	(11,484,370)	(11,891,946)
Operating Total Surplus/(Deficit)	(8,775,397)	(9,173,169)	(9,731,792)	(10,084,368)	(10,449,944)

Technical Services Major Projects

Project	2026/2027	2027/2028	2028/2029
Coastal Management - Coastal Facilities Strategy	50,000	0	0
Read Street and Warnbro Sound Avenue Corridor Study	30,000	30,900	31,827
Total Major Operating Projects	80,000	30,900	31,827

Proposed FTE

Proposed Job Title	2026/2027 FTE
Draftsperson	1.00
Senior Design Engineer	1.00
Total Proposed FTE	2.00

Operations and Fleet Services

Operations and Fleet Services

Achievements of the past year

- Operate approximately 3,550 solar panels, offset 100% of carbon emissions from the City's fleet (3,011 tonnes)
- Ensured that 100% of electricity from City's largest sites comes from green energy offsetting approximately 2,150 tonnes
- Actioned approximately 14,000 customer requests providing high quality assets
- Maintained 700+ fleet items including 18 hybrids and four battery electric vehicles.

Current FTE: 44.27



Proposed FTE: 3.00



Operations and Fleet Services Strategic Objectives 2026-2028

- 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 (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Operating grants, subsidies and contributions	205,079	213,282	221,814	230,687	239,914
Other revenue	70,073	72,876	75,791	78,823	81,976
Income Total	275,152	286,158	297,605	309,510	321,890
Expenditure					
Employee costs (Inc. Workers Comp)	(5,196,552)	(5,936,277)	(6,403,305)	(6,996,914)	(8,095,001)
Internal transactions	(192)	(200)	(208)	(216)	(225)
Materials and contracts	(12,822,509)	(13,335,330)	(13,868,649)	(14,423,298)	(15,000,125)
Other expenditure	(274,254)	(285,223)	(296,631)	(308,502)	(320,844)
Utility charges	(7,770,552)	(8,081,380)	(8,404,631)	(8,740,817)	(9,090,440)
Expenditure Total	(26,064,059)	(27,638,410)	(28,973,424)	(30,469,747)	(32,506,635)
Operating Total Surplus/(Deficit)	(25,788,907)	(27,352,252)	(28,675,819)	(30,160,237)	(32,184,745)

Operations and Fleet Services Proposed FTE

Proposed Job Title	2026/2027 FTE
Business Support Officer Building Maintenance	1.00
Building Trades Supervisor	1.00
Fleet Maintenance Scheduler	1.00
Total Proposed FTE	3.00

Parks Services

Parks Services

Achievements of the past year

- Maintenance of public open space and natural areas appropriate to the intended purpose, with the objective of providing the highest level of service with the provided resources
- Developing workforce capacity, capability and resilience through the Youth Employment Program and employee development
- Renewal of reserve infield irrigation systems.

Current FTE: 142.50



Proposed FTE: 6.00



Parks Services

Strategic Objectives 2026-2028

- Progress 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
- Support the broader organisational goals in the delivery of City projects and Community Plan Strategy objectives.

Parks Services Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Operating grants, subsidies and contributions	25,000	26,000	27,040	28,122	29,246
Other revenue	380,700	395,928	411,765	428,235	445,365
Income Total	405,700	421,928	438,805	456,357	474,611
Expenditure					
Employee costs (Inc. Workers Comp)	(13,323,229)	(14,444,064)	(15,302,665)	(16,231,002)	(16,880,236)
Internal transactions	(1,174,824)	(1,221,934)	(1,270,811)	(1,321,508)	(1,374,490)
Materials and contracts	(16,719,844)	(17,237,324)	(17,925,984)	(18,642,176)	(19,386,997)
Other expenditure	(80)	0	0	0	0
Expenditure Total	(31,217,977)	(32,903,322)	(34,499,460)	(36,194,686)	(37,641,723)
Operating Total Surplus/(Deficit)	(30,812,277)	(32,481,394)	(34,060,655)	(35,738,329)	(37,167,112)

Parks Services Major Projects

Project	2026/2027	2027/2028	2028/2029
Tree Inventory Survey	85,000	88,400	91,936
Urban Forest Strategy - Street tree planting ground truthing	85,000	88,400	91,936
Total Major Operating Projects	170,000	176,800	183,872

Proposed FTE

Proposed Job Title	2026/2027 FTE
Reserve Attendant (Passive Areas)	1.00
Turf Maintainer (Passive Areas)	1.00
Sweeper Operator / Pressure Washer Cleaner	1.00
Urban Forestry Officer	1.00
Tree Maintainer	2.00
Total Proposed FTE	6.00

Infrastructure Project Delivery

Infrastructure Project Delivery Achievements of the past year

- Baldivis District Sporting Complex Stage 3
- Stan Twight Reserve clubroom redevelopment
- Churchill/Bell Parks – upgrade of park infrastructure (playground, shelters etc.)
- Baldivis Road widening – (Furioso – Highbury)
- Mundijong Road Realignment.



Infrastructure Project Delivery Strategic Objectives 2026-2028

- Baldivis Men's Shed
- Refurbishment/Expansion of 10 Council Ave for Lotteries House Relocation
- Anniversary Park Master Plan
- Aqua Jetty Stage 2 (refurbishment and expansion)
- Safety Bay Foreshore Community Facility
- Rockingham Foreshore Activity Node
- Warnbro Community Recreation Centre Redevelopment
- Administration Complex Renewal Works
- Read Street intersection upgrades – (Patterson – Chalgrove)
- Churchill/Bell Parks – upgrade reserve lighting
- Baldivis/Kulija Intersection modification.

Infrastructure Project Delivery Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Income Total	0	0	0	0	0
Expenditure					
Employee costs (Inc. Workers Comp)	(2,121,891)	(2,240,741)	(2,330,369)	(2,423,582)	(2,520,522)
Materials and contracts	(150,000)	(140,000)	(140,000)	(140,000)	(140,000)
Expenditure Total	(2,271,891)	(2,380,741)	(2,470,369)	(2,563,582)	(2,660,522)
Operating Total Surplus/(Deficit)	(2,271,891)	(2,380,741)	(2,470,369)	(2,563,582)	(2,660,522)

Planning and Development Services Overview

Planning and Development Services Financial Overview 2026/2027

Department	Overview: 2026/2027		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
Planning and Development Directorate and Support	0	(1,086,852)	(1,086,852)
Strategic Planning and Environment	11,500	(2,370,284)	(2,358,784)
Statutory Planning	1,003,500	(2,088,775)	(1,085,275)
Land and Development Infrastructure	1,030,000	(1,270,019)	(240,019)
Compliance and Emergency Liaison	1,457,000	(7,945,251)	(6,488,251)
Health and Building Services	2,543,115	(4,237,089)	(1,693,974)
Operating Total Surplus/(Deficit)	6,045,115	(18,998,270)	(12,953,155)

Planning and Development Services Five Year Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Operating Income					
Fees and charges	5,139,500	5,202,840	5,270,137	5,339,456	5,410,859
Internal transactions	1,115	1,159	1,206	1,254	1,304
Non-operating grants, subsidies and contributions	800,000	800,000	800,000	800,000	800,000
Operating grants, subsidies and contributions	70,000	0	0	0	0
Other revenue	34,500	34,740	34,987	35,242	35,505
Income Total	6,045,115	6,038,739	6,106,330	6,175,952	6,247,668
Expenditure					
Employee costs (Inc. Workers Comp)	(16,705,460)	(17,906,400)	(18,584,730)	(19,530,181)	(20,388,735)
Internal Transactions	(2,610)	(2,690)	(2,773)	(2,858)	(2,946)
Materials and contracts	(2,193,800)	(1,751,723)	(1,962,705)	(1,979,743)	(2,344,913)
Other expenditure	(96,400)	(97,036)	(97,691)	(98,367)	(99,061)
Expenditure Total	(18,998,270)	(19,757,849)	(20,647,899)	(21,611,149)	(22,835,655)
Operating Total Surplus/(Deficit)	(12,953,155)	(13,719,110)	(14,541,569)	(15,435,197)	(16,587,987)

Planning and Development Services Current and Proposed FTE

Department	Current FTE	Proposed FTE				
		2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Planning and Development Directorate and Support	4.00	-	1.00	-	-	-
Strategic Planning and Environment	11.39	-	1.50	1.00	1.00	-
Statutory Planning	16.00	-	-	-	1.00	-
Land and Development Infrastructure	9.26	-	-	-	-	-
Compliance and Emergency Liaison	66.66	-	2.00	-	-	1.00
Health and Building Services	32.59	1.50	1.00	1.00	-	-
Total	139.90	1.50	5.50	2.00	2.00	1.00

Planning and Development Directorate and Support

Planning and Development Directorate and Support Achievements of the past year

- Approval of the RSC Precinct Structure Plan
- Completed the Cape Peron Transport Needs Study and advocacy with the Garden Island Highway feasibility
- Approval of the Local Planning Strategy.



Planning and Development Directorate and Support Strategic Objectives 2026-2028

- Ensure that the service delivery across the PDS functions is regularly assessed and improved
- Provide leadership to the various key strategic planning projects including Town Planning Scheme Review and Karnup District Structure Plan
- Respond to planning matters attributed to the AUKUS defence initiative
- Review Foreshore Master Plans (Rockingham Beach and Safety Bay/Shoalwater)
- Review the RSC Parking Strategy
- Implement actions within the RSC Precinct Structure Plan, including preparation of RSC Implementation Plan and Public Realm Plan
- Progress the development of the former Dixon Road playing fields (TOD Village).

Planning and Development Directorate and Support Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Income Total	0	0	0	0	0
Expenditure					
Employee costs (Inc Workers Comp)	(756,852)	(902,202)	(937,890)	(975,007)	(1,013,607)
Materials and contracts	(330,000)	(135,000)	(135,000)	(135,000)	(135,000)
Expenditure Total	(1,086,852)	(1,037,202)	(1,072,890)	(1,110,007)	(1,148,607)
Operating Total Surplus/(Deficit)	(1,086,852)	(1,037,202)	(1,072,890)	(1,110,007)	(1,148,607)

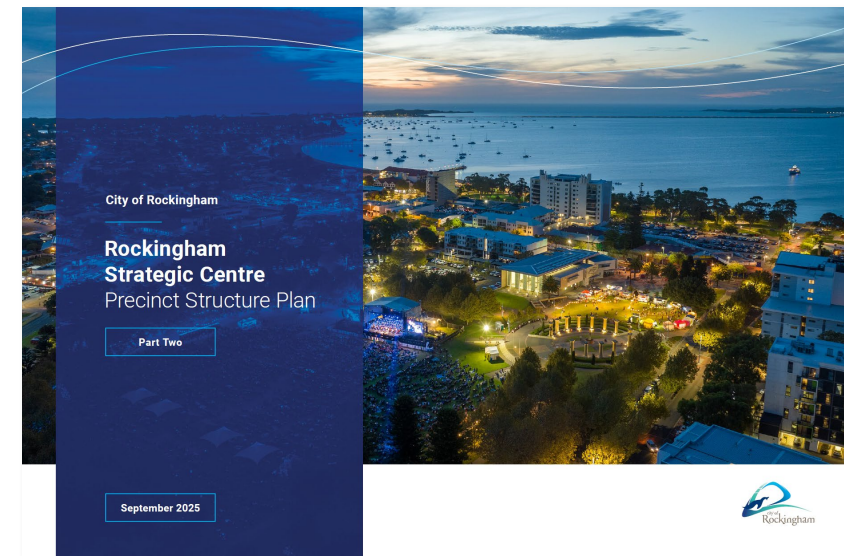
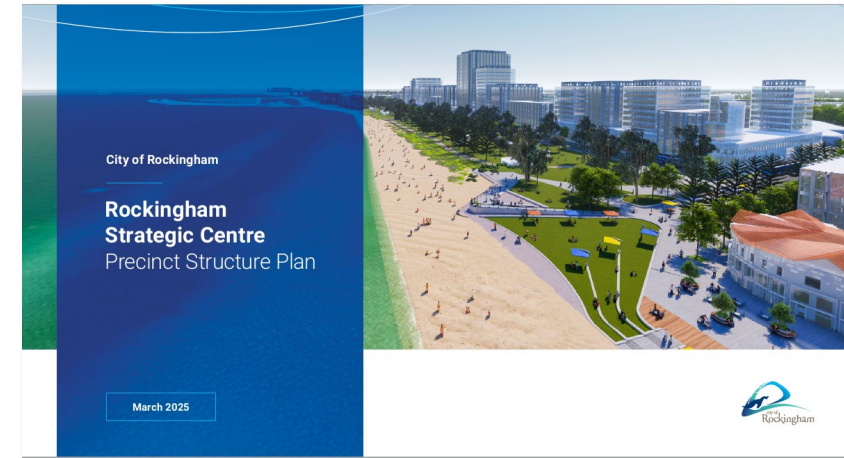
Planning and Development Directorate and Support Major Projects

Project	2026/2027	2027/2028	2028/2029
Strategic Metro Parking Strategy	20,000	10,000	10,000
Foreshore Masterplans	150,000	0	0
Total Major Operating Projects	170,000	10,000	10,000

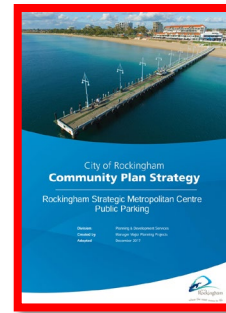
Major Planning Projects

Major Planning Projects Achievements of the past year

- AUKUS
- City Centre Development
- Strategic Transport
- Westport
- Western Trade Coast



Major Planning Projects Strategic Objectives 2026-2028



Prepared



Under review

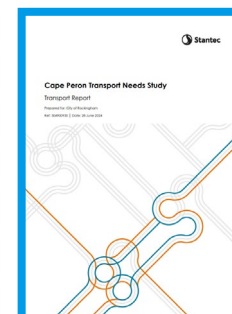
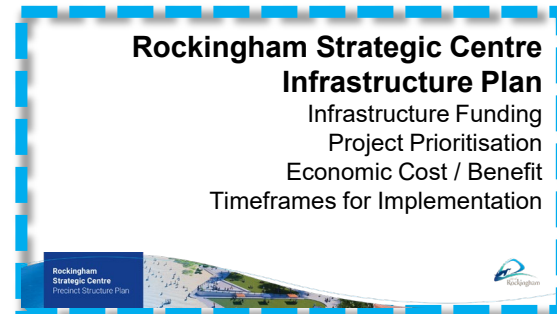


Assessment

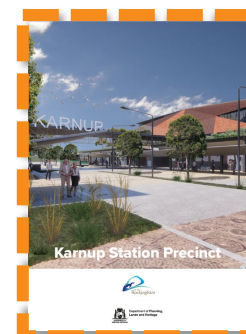


To be prepared

Implementation Plans Operational Implementation and Guidance



Precinct Structure Plans Guidance for Built form, Subdivision and Development



Strategic Planning and Environment

Strategic Planning and Environment Achievements of the past year

- Achieved final approval of the City's Local Planning Strategy
- Progressed Karnup District Structure Plan to draft concepts stage
- Supported the FOGO rollout through the delivery of a comprehensive education program.



Strategic Planning and Environment

Strategic Objectives 2026-2028

- Approval of the new Local (Town) Planning Scheme
- Increase community awareness on environmental and sustainability initiatives
- Approval of the Karnup District Structure Plan by the Western Australian Planning Commission (WAPC) following adoption of the DSP by Council
- Complete the City's Sustainable Transport Strategy
- Continue work relating to improved outcomes for the Lake Richmond Thrombolites
- Review management plans in accordance with the Natural Areas Conservation Strategy
- Investigate options for Development Contributions to assist the delivery of infrastructure to new urban areas.

Strategic Planning and Environment Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	11,500	11,500	11,500	11,500	11,500
Income Total	11,500	11,500	11,500	11,500	11,500
Expenditure					
Employee costs (Inc Workers Comp)	(1,449,784)	(1,676,243)	(1,764,805)	(1,960,233)	(2,038,576)
Materials and contracts	(920,500)	(587,155)	(846,071)	(835,252)	(1,101,711)
Expenditure Total	(2,370,284)	(2,263,398)	(2,610,876)	(2,795,485)	(3,140,287)
Operating Total Surplus/(Deficit)	(2,358,784)	(2,251,898)	(2,599,376)	(2,783,985)	(3,128,787)

Strategic Planning and Environment Major Projects

Project	2026/2027	2027/2028	2028/2029
Communities Environment Program Projects	32,000	0	0
Greening Plan Review	50,000	0	50,000
Local Planning Strategy	20,000	0	50,000
Sustainable Transport Plan	300,000	0	0
Climate Change/Coastal Risk Study	0	0	150,000
Total Major Operating Projects	402,000	0	250,000

Statutory Planning

Statutory Planning Achievements of the past year

- Received 334 Development Approvals with a total value of approx. \$133.9 million and 11 Development Assessment Panels with a total value of approx. \$577.2 million and processed over 5,000 orders and requisition certificates
- Processed 67 Subdivision Applications and 76 Subdivision Clearances resulting in the creation of 1,529 lots
- Heritage Survey and Heritage List 2025.



Statutory Planning Strategic Objectives 2026-2028

- Local Planning Policy review associated with Local Planning Scheme No.4
- Local Planning Policy reviews being mandated by proposed legislation
- Business system improvements for processing Development Applications including 3D plan assessments
- Implementing the adopted Heritage Strategy 2020-2025 and undertaking a minor review of the Heritage Strategy.

Statutory Planning Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	1,003,500	1,031,545	1,062,490	1,094,365	1,127,197
Other revenue	0	0	0	0	0
Income Total	1,003,500	1,031,545	1,062,490	1,094,365	1,127,197
Expenditure					
Employee costs (Inc Workers Comp)	(1,973,475)	(2,052,338)	(2,027,124)	(2,233,033)	(2,322,272)
Materials and contracts	(114,100)	(176,173)	(103,310)	(105,507)	(177,773)
Other expenditure	(1,200)	(1,236)	(1,273)	(1,312)	(1,351)
Expenditure Total	(2,088,775)	(2,229,747)	(2,131,707)	(2,339,852)	(2,501,396)
Operating Total Surplus/(Deficit)	(1,085,275)	(1,198,202)	(1,069,217)	(1,245,487)	(1,374,199)

Statutory Planning Major Projects

Project	2026/2027	2027/2028	2028/2029
Conservation Management Plan Review	0	25,000	0
Heritage Walking Trail and Signage	0	50,000	0
Total Major Operating Projects	0	75,000	0

Land and Development Infrastructure

Land and Development Infrastructure Achievements of the past year

- Providing practical and pragmatic solutions when working with developers, including the use of outstanding work bonds, to enhance and expedite clearance administration timelessness for lot development
- Ensuring water security in a changing climate – climate change and population growth indicate the City faces increasing water availability uncertainty
- Ensuring that developer contributed infrastructure is accessible to seniors and to people with a disability.



Land and Development Infrastructure Strategic Objectives 2026-2028

- 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.

Land and Development Infrastructure Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	230,000	230,000	230,000	230,000	230,000
Non-operating grants, subsidies and contributions	800,000	800,000	800,000	800,000	800,000
Income Total	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
Expenditure					
Employee costs (Inc. Workers Comp)	(1,253,119)	(1,259,172)	(1,265,467)	(1,272,014)	(1,278,822)
Materials and contracts	(16,700)	(16,700)	(16,700)	(16,700)	(16,700)
Other expenditure	(200)	(200)	(200)	(200)	(200)
Expenditure Total	(1,270,019)	(1,276,072)	(1,282,367)	(1,288,914)	(1,295,722)
Operating Total Surplus/(Deficit)	(240,019)	(246,072)	(252,367)	(258,914)	(265,722)

Compliance and Emergency Liaison

Compliance and Emergency Liaison 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 maximising productivity
- Consistent, fair and thorough application of compliance laws across the district.



Compliance and Emergency Liaison Strategic Objectives 2026-2028

- 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 (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	1,363,000	1,398,295	1,434,647	1,472,091	1,510,662
Operating grants, subsidies and contributions	70,000	0	0	0	0
Other revenue	24,000	24,240	24,487	24,742	25,005
Income Total	1,457,000	1,422,535	1,459,134	1,496,833	1,535,667
Expenditure					
Employee costs (Inc Workers Comp)	(7,204,323)	(7,699,861)	(8,006,368)	(8,325,068)	(8,781,615)
Internal transactions	(2,428)	(2,501)	(2,576)	(2,653)	(2,733)
Materials and contracts	(648,500)	(667,955)	(688,001)	(708,633)	(729,898)
Other expenditure	(90,000)	(90,600)	(91,218)	(91,855)	(92,510)
Expenditure Total	(7,945,251)	(8,460,917)	(8,788,163)	(9,128,209)	(9,606,756)
Operating Total Surplus/(Deficit)	(6,488,251)	(7,038,382)	(7,329,029)	(7,631,376)	(8,071,089)

Health and Building Services

Health and Building Services

Achievements of the past year

- Issued 4,489 building approvals comprising of 3,532 Building Permits, 199 other building approvals (demolitions, occupancy permits, caravan park homes) and 758 Development Approvals for single residential properties
- Undertook 1,295 food premises inspections and 832 water samples, responded to 1,238 health complaints (including 507 noise complaints) and continued with ongoing mosquito monitoring and treatment in Karnup
- Issued 281 Outdoor Event Approvals, 900 Traders Permits for trading on public land, and processed 286 facility and reserve hire bookings.

Health Services
Current FTE: 16.50



Proposed FTE: 1.50



Health and Building Services Strategic Objectives 2026-2028

- The introduction of Stage 5B and Stage 5C of the Public Health Act 2016 (expected by 31 December 2026) will result in new health legislation and priorities
- The gazettal 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 2026).

Health Services Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	310,500	310,500	310,500	310,500	310,500
Internal transactions	1,115	1,159	1,206	1,254	1,304
Income Total	311,615	311,659	311,706	311,754	311,804
Expenditure					
Employee costs (Inc Workers Comp)	(2,210,397)	(2,297,961)	(2,389,025)	(2,483,733)	(2,582,230)
Internal transactions	(182)	(189)	(197)	(205)	(213)
Materials and contracts	(134,000)	(137,960)	(142,040)	(146,240)	(150,568)
Other expenditure	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Expenditure Total	(2,349,579)	(2,441,110)	(2,536,262)	(2,635,178)	(2,738,011)
Operating Total Surplus/(Deficit)	(2,037,964)	(2,129,451)	(2,224,556)	(2,323,424)	(2,426,207)

Health Services Proposed FTE

Proposed Job Title	2026/2027 FTE
Health Administration Officer	0.50
Environmental Health Officer	1.00
Total Proposed FTE	1.50

Building Services Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	2,221,000	2,221,000	2,221,000	2,221,000	2,221,000
Other revenue	10,500	10,500	10,500	10,500	10,500
Income Total	2,231,500	2,231,500	2,231,500	2,231,500	2,231,500
Expenditure					
Employee costs (Inc Workers Comp)	(1,857,510)	(2,018,623)	(2,218,741)	(2,306,770)	(2,398,317)
Materials and contracts	(30,000)	(30,780)	(31,583)	(32,411)	(33,263)
Expenditure Total	(1,887,510)	(2,049,403)	(2,250,324)	(2,339,181)	(2,431,580)
Operating Total Surplus/(Deficit)	343,990	182,097	(18,824)	(107,681)	(200,080)

General Management Services Overview

General Management Services Financial Overview 2026/2027

Department	Overview: 2026/2027		
	Operating Income (\$)	Operating Expenditure (\$)	Operating Total (\$)
General Management Services Directorate and Support	0	(1,064,701)	(1,064,701)
Legal Services and General Counsel	0	(616,998)	(616,988)
Human Resources Development	356,866	(4,500,114)	(4,143,248)
Governance and Councillor Support	1,631	(2,108,742)	(2,107,111)
Strategy, Marketing and Communications	0	(1,973,545)	(1,973,545)
Operating Total Surplus/(Deficit)	358,497	(10,264,100)	(9,905,603)

General Management Services Five Year Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Operating Income					
Fees and charges	500	500	500	500	500
Internal Transactions	631	656	682	710	738
Other revenue	357,366	368,072	379,099	390,457	402,156
Income Total	358,497	369,228	380,281	391,667	403,394
Operating Expenditure					
Employee costs (Inc. Workers Comp)	(7,195,229)	(7,929,835)	(8,227,258)	(8,536,054)	(8,856,669)
Internal Transactions	(2,500)	(2,515)	(2,530)	(2,546)	(2,563)
Materials and contracts	(2,285,350)	(2,747,926)	(2,223,002)	(2,846,625)	(2,422,849)
Other expenditure	(781,021)	(781,081)	(781,142)	(781,206)	(781,273)
Expenditure Total	(10,264,100)	(11,461,357)	(11,233,932)	(12,166,431)	(12,063,354)
Operating Total Surplus/(Deficit)	(9,905,603)	(11,092,129)	(10,853,651)	(11,774,764)	(11,659,960)

General Management Services Current and Proposed FTE

Department	Current FTE	Proposed FTE				
		2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
General Management Services – Directorate and Support	5.00	-	-	-	-	-
Legal Services and General Counsel	2.00	-	1.60	-	-	-
Human Resources Development	22.20	1.00	-	-	-	-
Governance and Councillor Support	5.80	-	-	-	-	-
Strategy, Marketing and Communications	7.86	2.00	2.00	-	-	-
Total	42.86	3.00	3.60	0.00	0.00	0.00

General Management Services Directorate and Support

General Management Services Directorate and Support Achievements of the past year

- WHS Foundation – Volunteering management award
- Awarded LGIS Diligence in Safety Silver Award
- Continued success of the Annual internal WHS Awards
- Completion of the Baldivis Sports Complex Project
- Completion of the Bulk Verge Review
- Implementation of FOGO
- Aqua Jetty – stage two project progression
- 70% of respondents to the 2025 Annual Resident Perception Survey found the City to be performing well in the overall delivery of services, facilities, infrastructure and programs
- Ongoing Advocacy on AUKUS
- Ongoing Advocacy to State and Federal Government.



General Management Services Directorate and Support Strategic Objectives 2026-2028

- Ongoing implementation of the Strategic Community Plan (2023-2033)
- Briefing on the strategic budgeting process
- Briefing on the waste environment, Waste Plan, and future direction of Millar Road Landfill
- Commence the review of the Rockingham Foreshore Masterplan and Foreshore Parking Strategy
- Ongoing progression of Aqua Jetty to schematic design phase
- AUKUS - ongoing collaboration and advocacy with key stakeholders
- Ongoing promotion of the City's Advocacy Plan.

General Management Services Directorate and Support Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Income Total	0	0	0	0	0
Expenditure					
Employee costs (Inc Workers Comp)	(951,551)	(989,498)	(1,028,960)	(1,069,996)	(1,112,671)
Internal transactions	(500)	(515)	(530)	(546)	(563)
Materials and contracts	(111,150)	(114,485)	(117,919)	(121,456)	(125,100)
Other expenditure	(1,500)	(1,545)	(1,591)	(1,639)	(1,689)
Expenditure Total	(1,064,701)	(1,106,043)	(1,149,000)	(1,193,637)	(1,240,023)
Operating Total Surplus/(Deficit)	(1,064,701)	(1,106,043)	(1,149,000)	(1,193,637)	(1,240,023)

Legal Services and General Counsel

Legal Services and General Counsel

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 Services and General Counsel Strategic Objectives 2026-2028

- Assist CEO with the achievement of his Key Focus Areas
- Review and revise City contracts to improve user-friendliness via plain English drafting and other improvements
- Team development.

Legal Services and General Counsel Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Income Total	0	0	0	0	0
Expenditure					
Employee costs (Inc Workers Comp)	(414,998)	(687,400)	(714,846)	(743,386)	(773,066)
Materials and contracts	(201,500)	(207,545)	(213,771)	(220,184)	(226,790)
Other expenditure	(500)	(515)	(530)	(546)	(563)
Expenditure Total	(616,998)	(895,460)	(929,147)	(964,116)	(1,000,419)
Operating Total Surplus/(Deficit)	(616,998)	(895,460)	(929,147)	(964,116)	(1,000,419)

Human Resource Development

Human Resource Development Achievements of the past year

- Delivery of multiple initiatives arising from the City's People Plan 2024-2026 and the City's Learning and Development Strategy
- Completion of review of the City's workplace behaviour framework, including revised Policy and Procedure and employee training program
- Delivery of Wellness Programs in line with the WHS Strategy.

Current FTE: 22.20



Proposed FTE: 1.00



Human Resource Development Strategic Objectives 2026-2028

- Development of a Citywide leadership program to support the City's RESPECT values (Professional Development), attract applicants to the City and develop and retain existing staff
- Develop the next iterations of the City's People Plan, Work Health and Safety Plan and Learning and Development Strategy whilst continuing to deliver initiatives from the existing strategies and plans
- Negotiation of two replacement City of Rockingham industrial agreements.

Human Resource Development Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Other revenue	356,866	367,572	378,599	389,957	401,656
Income Total	356,866	367,572	378,599	389,957	401,656
Expenditure					
Employee costs (Inc Workers Comp)	(3,796,914)	(3,938,612)	(4,085,668)	(4,238,293)	(4,396,699)
Materials and contracts	(703,200)	(724,296)	(746,025)	(768,406)	(791,458)
Expenditure Total	(4,500,114)	(4,662,908)	(4,831,693)	(5,006,699)	(5,188,157)
Operating Total Surplus/(Deficit)	(4,143,248)	(4,295,336)	(4,453,094)	(4,616,742)	(4,786,501)

Human Resource Development Proposed FTE

Proposed Job Title	2026/2027 FTE
Coordinator Organisation Development	1.00
Total Proposed FTE	1.00

Governance and Councillor Support

Governance and Councillor Support Achievements of the past year

- Local Government Elections 2025
- Compliance, Policy and Reform
- Advocacy Register.



Governance and Councillor Support Strategic Objectives 2026-2028

- 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)
- Full deployment of Doc Assembler (decision making cycle and voting)
- Compliance and policy development
- AKO 30th Anniversary
- Complete review of governance systems and procedures.

Governance and Councillor Support Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Fees and charges	500	500	500	500	500
Internal transactions	631	656	682	710	738
Other revenue	500	500	500	500	500
Income Total	1,631	1,656	1,682	1,710	1,738
Expenditure					
Employee costs (Inc Workers Comp)	(798,221)	(821,232)	(844,970)	(869,451)	(894,708)
Internal transactions	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Materials and contracts	(529,500)	(1,114,500)	(529,500)	(1,114,500)	(529,500)
Other expenditure	(779,021)	(779,021)	(779,021)	(779,021)	(779,021)
Expenditure Total	(2,108,742)	(2,716,753)	(2,155,491)	(2,764,972)	(2,205,229)
Operating Total Surplus/(Deficit)	(2,107,111)	(2,715,097)	(2,153,809)	(2,763,262)	(2,203,491)

Governance and Councillor Support Major Projects

Project	2026/2027	2027/2028	2028/2029
Corporate Governance - Agenda and Minutes Software	25,000	0	0
Total Major Operating Projects	25,000	0	0

Strategy, Marketing and Communications

Strategy, Marketing and Communications

Achievements of the past year

- Coordination of the marketing and communications plan for FOGO implementation
- Review of marketing and communications service delivery – decentralised versus centralised
- Review of Graphic Design services – insourcing versus outsourcing
- Council Policy review: Community Engagement Policy and Social Media and Communications
- Review of Annual Employee Survey
- Development of an Integrity Framework.



Strategy, Marketing and Communications Strategic Objectives 2026-2028

- Implementation of the outcomes of marketing and communications service review
- Implementation of the graphic design services review
- Finalise Council Policy review: Community Engagement Policy and Social Media and Communications
- Development of an Intellectual Property Policy
- Ongoing strategic communications to keep the community informed on AUKUS and strategic advocacy
- Review of the Risk Management and Project Management Framework.

Strategy, Marketing and Communications Financial Summary

Resource and Cost (\$)	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Income					
Income Total	0	0	0	0	0
Expenditure					
Employee costs (Inc. Workers Comp)	(1,233,545)	(1,493,093)	(1,552,814)	(1,614,928)	(1,679,525)
Materials and contracts	(740,000)	(587,100)	(615,787)	(622,079)	(750,001)
Expenditure Total	(1,973,545)	(2,080,193)	(2,168,601)	(2,237,007)	(2,429,526)
Operating Total Surplus/(Deficit)	(1,973,545)	(2,080,193)	(2,168,601)	(2,237,007)	(2,429,526)

Strategy, Marketing and Communications

Major Projects

Project	2026/2027	2027/2028	2028/2029
Project Management Framework Online Integration	10,000	-	-
Total Major Operating Projects	10,000	0	0

Proposed FTE

Proposed Job Title	2026/2027 FTE
Senior Community Engagement Officer	1.00
Graphic Designer	1.00
Total Proposed FTE	2.00

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