TOWN of CLAREMONT

Corporate Business Plan 2027–2037



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Introduction

The Town of Claremont's Corporate Business Plan 2027–2037 (the business plan) provides a ten-year view of the Town's operations, projects and financial position within the context of an integrated strategic and financial planning framework.

The business plan is designed to ensure the future strategic positioning of the Town is financially sustainable by delivering a financed 10-year model of principal activities. Importantly the business plan 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 funding requirements all designed to assist in meeting the Town's Strategic Community Plan aspirations.

Whilst the business plan represents the best estimate for future financial forecasting, it is subject to volatile movements often beyond the control of a local government. The document is primarily a strategic planning tool with budgeting components included to provide realistic project timing, but the document should be utilised and read in line with its strategic intent, not as a fixed plan or annual budget.

This document represents the first iteration of the Town undertaking business planning in this manner. Future reviews will continue to refine assumptions, improve forecasting accuracy, add detail to project planning, and strengthen the alignment between community needs, strategic priorities and available resources.

The business plan intends to deliver:

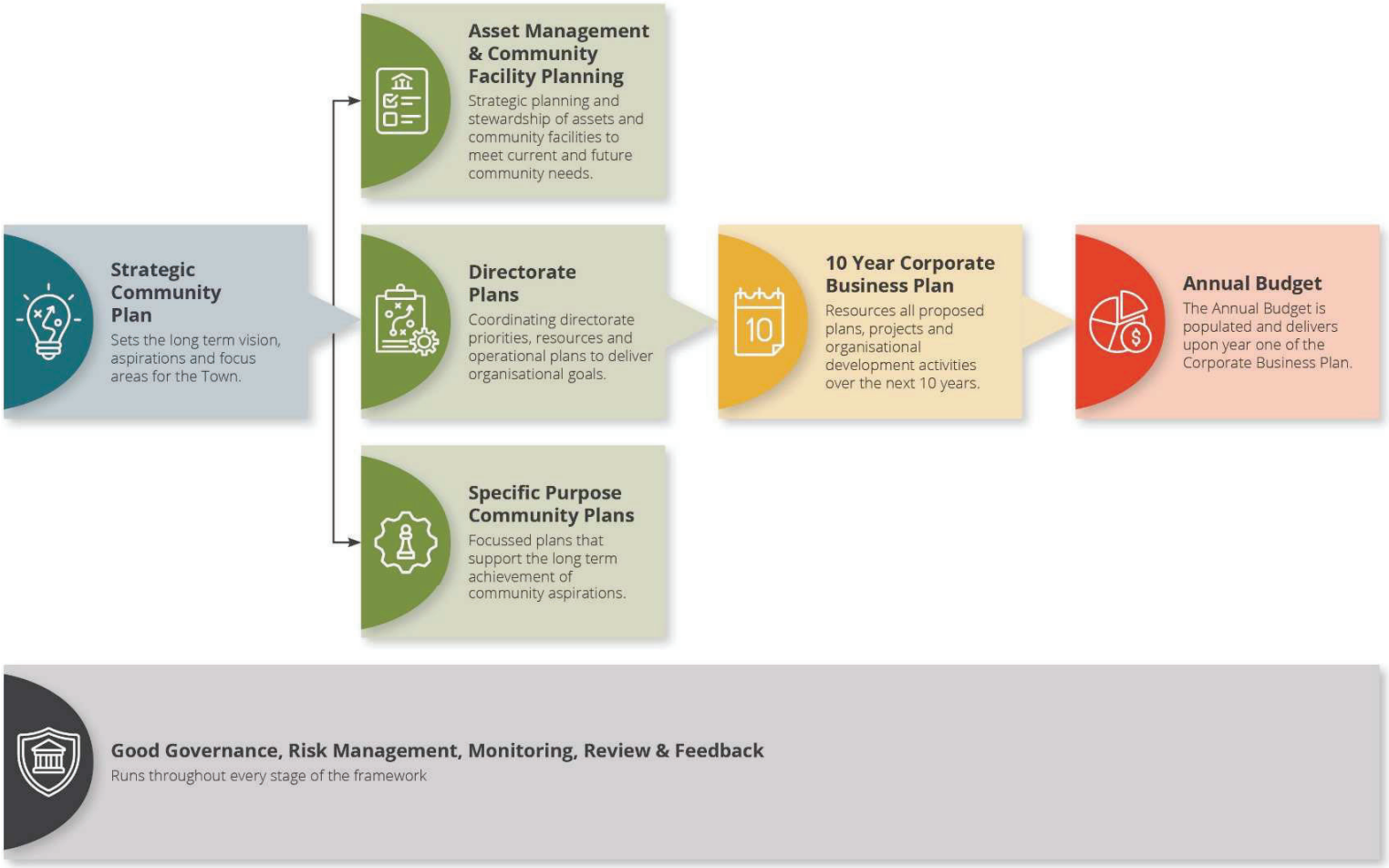
- Financially sustainable service delivery and asset management.
- Alignment of resources and investment with the Strategic Community Plan.
- A prioritised and affordable ten-year program of projects and initiatives.
- Robust long-term financial forecasting and informed decision-making.
- Improved access to external funding through grant-ready project development.
- Flexibility to respond to changing priorities, risks and opportunities.
- Responsible stewardship of the Town's assets, finances and community resources.
- Compliance with legislative, regulatory and governance obligations.

Strategic Alignment

All Western Australian Local Governments are required to prepare a “Plan for the Future” under Section 5.56(1) of the Local Government Act 1995. Under this legislation and associated regulations, the Strategic Community Plan and the Corporate Business Plan, are the principal documents in a Local Government’s “Plan for the Future”.

From 2027 onwards the Town will use the strategic planning framework, shown on the next page, to align all its long-term planning towards delivering upon a shared vision for the future.

TOWN OF CLAREMONT STRATEGIC PLANNING FRAMEWORK



The Strategic Community Plan sets the tone, vision, aspirations, and goal areas for the development of the Town's asset management priorities, specific purpose community plans, and organisational development activities. The Strategic Community Plan vision is the guiding statement that articulates what the Town and community is aiming to be in 10 years' time.

The Vision:

The Town is a progressive, respectful, sustainable local government supporting a connected, flourishing community.

This vision is then underpinned by five key goal areas to drive the strategic direction of the Town.



The above identified vision and key goal areas have set the tone for the Town's operations for the last four years and drove the objectives associated with the 2024 to 2027 Corporate Business Plan.

The Town's Strategic Community Plan 2021-2025 is currently under review with a revitalised version expected in early 2027. This new version will drive future iterations of the Town's business plan.

Overall, the Town's business plan underpins the delivery of the Town's strategic goals by analysing and evaluating its resources to ascertain how the Town will deliver outcomes whilst acknowledging the Town's overarching responsibility for sustainable operations, governance, and asset management.

Council is committed to ensuring its decisions are future focussed and working within responsible resourcing parameters to deliver the best possible outcomes for the community. The business plan is an integral component of this commitment and will be a key driver for the Town's annual budget and service delivery priorities.

The business plan will be subject to an annual review to ensure it is working with the most up to date information, has factored in resource constraints, and has built in deliverables associated with strategic plans. This review process will also assist the Town to respond to events beyond the community and Town's control, such as major storms, other environmental challenges, or changes to State or Federal government policies.

The Town encourages the community to utilise the business plan to understand the Town's capabilities and resource constraints, to assist with informed, appropriate, and constructive engagement on the future of Claremont.

The Town of Claremont

The Town of Claremont is the local government authority for the beautiful, leafy, riverside suburbs of Claremont and parts of Swanbourne. Established in 1898, the Town is situated just 9km from the Perth CBD and is the hub of the western suburbs of Perth. The Town is located on the land of the Whadjuk Noongar people and covers an area of approximately 5km².

Claremont is a vibrant and thriving community that is home to more than 13,000 people (30 June 2025 – ABS estimated resident population), with the Town's data showing the population increasing by 841 people between 2023 and 2025. The population is anticipated to continue to grow towards 15,000 people by 2050, driven by major infill apartment style developments.

The Town is abundant with natural beauty, highlighted by the Lake Claremont Conservation Category Wetland and surrounding bushland, the stunning 1.3km of foreshore at Freshwater Bay, 20 parks and recreational facilities, as well as the tree-lined suburban streets that are distinctly Claremont.

Claremont Showgrounds, 29 hectares of land reserved for regional recreation, is an important hub of activity for the State hosting major events, concerts, and shows each year. The Perth Royal Show has been held at the Claremont Showground since 1905.

The Council of the Town of Claremont comprises nine Elected Members: one Mayor and eight Council Members. Council is responsible for setting the strategic direction, making policy decisions and providing civic leadership on behalf of the community.

The Town's organisational mission statement is: The Town of Claremont exists to deliver quality services for Claremont today and build the foundations for the future.

To deliver practically upon this mission and the community vision the administration is organised across three directorates and the Office of the Chief Executive Officer. Each directorate is responsible for delivering outcomes identified in the Corporate Business Plan, specific purpose community plans, and the annual budget, while also supporting organisational efficiency, service improvements, and strong community outcomes.

The Town's skilled and committed workforce of more than 80 people brings a diverse range of professional expertise, operational knowledge and local understanding. Together, they play a central role in delivering day-to-day services, implementing strategic priorities and maintaining the high level of care the community expects.

The Town and its employees are underpinned by five core values that are built into every aspect of the Town's operations and interactions:

Respect – We are responsible for how we behave in our workplace and will show respect and courtesy to all of our customers and colleagues.

Integrity - We are open, accountable and honest.

Quality Communication - We demonstrate our respect for our community and each other through timely, accurate and understandable communication.

Customer Service - Every contact with a customer is important and an opportunity to demonstrate our commitment.

Excellence – Our focus is quality outcomes achieved on time and on budget

The Town of Claremont manages an asset portfolio valued at over $210m that includes, but is not limited to:

- 52 km of roads and drainage covering an area of 393 sq km
- 84 km of footpaths covering an area of 155 sq km
- Over 20 buildings including a popular Aquatic Centre that services approximately 220,00-230,000 visitors per annum
- 22 items of plant in the municipal fleet
- 8 bus shelters
- 12 playgrounds and 8 outdoor fitness nodes
- Over 150 laptops, computers, and mobile devices

Key Assumptions

The business plan is based on current economic conditions, available information and reasonable long-term forecasts. Key assumptions underpinning the financial model are outlined below.

Population Growth

Claremont is currently expanding due to deliberate urban infill; however, this growth is unlikely to be year on year and will be driven by large apartment style developments coming online. These changes will be reflected in Interim Rates figures but are unlikely to abnormally impact other cost or income areas due to the Town's restricted size and the consolidated nature of developments. Over the ten years of the plan the Town's population is predicted to increase by an average of 1% per annum. This is in line with the Town's current Local Planning Strategy which shows average annual growth of 1.28% from 2016 to 2041.

Inflation

High fuel prices in recent times have driven a global economic slowdown and high inflation with the Australian Bureau of Statistics showing the annual July to July Consumer Price Index (CPI) for Perth at 3.8%. The WA Governments 2026/2027 State Budget predicts Perth CPI to fall to 3.75% in 2026/2027 and then to trend toward the Reserve Bank of Australia's 2% to 3% national inflation target over the next few years. In general, Local Government's expect their cost increases to track above inflation due to government tendering processes and competition with the construction, mining, and the State Government for larger projects.

As such the business plan is predicting the costs for materials and contracts will increase by 4% in 2027/2028. Then as inflationary pressure eases this will reduce to a 3% per annum increase for years 2-10. Note this is one of the hardest things to predict in forward planning, and inflation will be constantly reviewed, often leading to adjustments between the business plan and the annual budget costings.

Rates

To maintain financial sustainability and fund the proposed project and asset renewal program, rates revenue is assumed to increase by inflation plus 2% each year.

Accordingly, the business plan assumes a 6% increase in rates revenue in Year 1 and a 5% increase in rates revenue in Years 2 - 10.

Any reduction in rates growth would require a corresponding review of capital works timing or scoping to reduce expenditure. Alternatively, any decision not to progress a project may allow rates assumptions to decrease.

General interim rate increases have been included within the proposed percentage increase, subject to the larger interim rates attributed to specific projects as detailed below:

- St Quentin development (2029) – estimated additional rates revenue of $500,000 per annum.
- Bay View development (2032) – estimated additional rates revenue of $250,000 per annum.

Operating Grants, Subsidies, and Contributions

The Town isn't predicting any large increases to operating grants or contributions. The predicted annual increase over the 10-year period is expected to be in line with population growth at 1%. This is commensurate with the Town being a minimum Financial Assistance Grant (FAGs) local government and receiving FAG changes in line with population growth.

Employment Costs

The WA Government's Major Economic Aggregates suggest from 2027 the wage price index will increase by 0.5% more than CPI over the medium term. Beyond statewide employee cost pressures, the Town is also competing for employees in a tight inner-city employment market and has a regularly renegotiated enterprise agreement, which is likely to continue to push employment costs above inflation in the long term. As such, employee cost increase assumptions have been made reflective of the industry and the Town needing to maintain market competitiveness.

Interest Rates

The September 2026 target cash rate (the rate applied to overnight interbank lending) for the Reserve Bank of Australia is 4.35%. Most banks expect this to fall during 2027 as inflationary pressures ease and global conflicts subside, however there is still a lot of uncertainty in this area. Whilst banks use the cash rate as a guide when setting their own interest rates on loans or savings

accounts, they do so with a profit margin in mind. As such savings can generate a few percent less than the cash rate and loans cost a few percent more.

Given most of the Town's interest income is from term deposit bank accounts, a modest 2.5% interest rate income has been used for the purposes of the business plan. All interest related to cash reserves is proposed to be deposited back into the related reserve. Noting that there will be variations in the interest earnings on each of the Town's cash reserve accounts due to fluctuations in the amounts transferred into and out of the respective reserve accounts over the 10-year period.

The business plan has been developed with a 6% lending rate for any new loans, but the Town does not expect to draw upon any new loans in the next 5 years and as such the borrowing rate will become clearer as draw down becomes closer. The Town will obtain loans from the WA Treasury Commission, which generally come at more competitive rates for government agencies than commercial lending options.

Fees and Charges

Outside of the aquatic centre the Town doesn't generate a significant amount of operating fees and charges revenue. As such the business plan is predicting a 2% growth rate in fees and charges income based on moderate price increases and expected population growth.

Other Revenue

The business plan is forecasting an average 1% increase per annum to other revenue over the next 10 years.

Utilities

Utility costs are forecast to increase by approximately 3% per annum, reflecting expected inflationary increases and continuing pressure on street-lighting tariffs.

Insurance

The global uncertainty and constantly evolving digital landscape will continue to apply pressure to insurance markets. The business plan is assuming an average 5% increase across the ten-year period. This prediction has a high level of uncertainty.

Reserves

Transfers to and from reserves are to occur as shown in Table 3.2. 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.

Loans

The details of loans projected to be repaid each year are shown in the loan summary shown in Table 3.1. Proposed new borrowings are directly related to capital works. To manage risks associated with debt leveraging, the business plan implements a Gross Debt to Operating Revenue Ratio to measure suitable debt to be held on the balance sheet and a Debt Servicing Ratio. The Town is committed to not allowing its Gross Debt to Operating Revenue Ratio to exceed 45% in combination with its Debt Servicing Ration not exceeding 8%. The business plan ratios associated with the current and proposed debt levels can be seen as part of the Strategic Overview shown in Table 1.0.

Capital Grants

Grants for major capital programs are likely available but there is no certainty to this. Except for recurring road grants, capital grants will only be included where known and approved. Capital road grants have been averaged or included as expected for the duration of the business plan. No other capital grants have been included for this iteration of the plan.

Opening Balances

For modelling purposes, all opening balances are determined to be zero for the duration of the business plan.

Assets

The first three years of the business plan focuses primarily on asset renewal and maintaining existing infrastructure.

As operating surpluses improve, the Town will have greater capacity to deliver significant enhancement and redevelopment projects. The business plan therefore assumes a progression from asset renewal to targeted investment in major facilities and community infrastructure over the medium to long term. Asset renewal expenditure is assumed to remain relatively stable during the planning period, although future reviews may require increased investment from approximately Year 8 onwards to address ageing infrastructure and maintain service standards.

Plant Replacement Income

Plant replacement income has been conservatively estimated at 20% of the replacement value of each new plant asset. While individual outcomes may vary, this assumption has a limited impact on the overall financial position.

Closing Position

The bottom line of this iteration of the business plan provides for a surplus/deficit position equal to plus or minus $250K. This is a “works in progress”. Ultimately the Town’s financial planning aims for a zero opening/closing position.

Resourcing and Delivery

The key assumptions of the business plan have been combined with the deliverables associated with the Town's major projects, asset renewal, and organisational development programs to deliver the Town's resourcing and delivery predictions across the next 10 years. The strategic financial breakdown of this is depicted in Tables 1.0 to 4.1 (see end).

Table 1.0 provides a holistic strategic overview of how the Town's major projects, other capital expenditure, reserve transfers, grants, loans, and discretionary funds all combine to resource the Town's strategic plans.

Major Projects

The Major Projects program within the business plan has been developed based on existing master planning initiatives, strategic studies, and historical planning considerations. All projects remain subject to review and refinement based on Council priorities, community consultation, affordability and funding availability.

Major Projects	Construction Start	Total Cost
44th Battalion Memorial Concept (Town Asset Cost)	2027	150,000
Claremont Park Master Plan	2030	1,400,000
Davies Road Recreation Precinct Redevelopment	2033, 2038	31,600,000
Community Hubs	2035, 2039	8,650,000
Swanbourne Strip Upgrade Strategy	2042	1,650,000
ROW Projects	Multiple projects	5,000,000
Town Connectivity and Integration Enhancements	Multiple projects	3,150,000

The 44th Battalion Memorial Concept cost represents the Town's predicted expenditure associated with preparing and managing an area upon which the Battalion can fund and deliver a memorial.

The Claremont Park Masterplan has yet to be developed, and $50,000 is included in the 2026/2027 budget to undertake the concept planning. The business plan provides financial resourcing to allow for the detailed design and implementation of the masterplan to occur once completed, with capital works anticipated to commence in the 2030/2031 financial year.

The Davies Road Recreation Precinct Redevelopment represents a major undertaking for the Town. The precinct includes the Aquatic Centre, Golf Course, Tennis Club, and aspects of Lake Claremont adjacent to these recreational areas. Whilst a formal plan has yet be developed it is proposed that full implementation will be delivered across two distinct stages with major expenditure occurring in the 2032/2033 and 2037/2038 financial years. It is envisaged that the precinct redevelopment will create better connectivity across the area, enhance amenities, deliver a fit for purpose community space, improve recreational features, and holistically enhance community and recreational outcomes for the Town.

Community hubs are place-based, multi-purpose spaces that connect local people with each other, local organisations, services, and activities – they may or may not contain elements such as function spaces, libraries, youth spaces, exhibition, and gallery spaces. Hubs act as a third space outside of home and work that tackles social isolation and works to build social capital in an area. At this stage the community hub projects are undetermined and may involve renovating existing facilities or developing new sites, but major expenditure is planned in this area across the 2034/2035 and 2038/2039 financial years.

The Town has developed and adopted a Rights of Way strategy, and the business plan provides for $500,000 each year across the 10 years of the business plan to deliver upon this strategy with a set of bespoke projects across the rights of way areas.

The Town has yet to develop and adopt a Town Connectivity and Integration Plan, but the enhancement of the area's walkability, safety, and accessibility when traversing between recreational, educational, commercial, residential, and community precincts has been highlighted as a priority. As such the business plan has reserved funds for undertaking the planning and delivery of connectivity and integration enhancements between 2030 and 2040.

The Town has also foreseen the need to undertake enhancements to the Swanbourne Commercial Precinct during 2040 to 2044, once State planning and developments in that area are better understood.

Table 2.1 shows how the major projects summarised above will be delivered across the 10-year timeframe.

Debt

To fund Stage 1 of the Davies Road Recreation Precinct Redevelopment, the business plan proposes the drawing down of a $14m loan to offset the $15m expenditure in the 2032/2033 financial year. The loan is proposed to be repaid over a 10-year timeframe, with annual repayments expected to be close to $1.9m.

This level of debt in 2032/2033 will generate a 40.94% gross debt to operating revenue ratio, which will decrease to 24.61% by year 10 of the business plan. This will lead to a debt servicing ratio of 5.27% in 2033/2034 that will then decrease as the loan is paid off, with a ratio of 4.63% by year 10 of the business plan. Both these ratios remain below the 45% and 8% respective upper limits set by the Town.

Table 3.1 shows the Town's current and proposed loans, and their associated costs across the 10-year period.

Asset Renewal

Overall asset renewal activities account for $37m of expenditure across the business plan's 10-year timeframe. This is slightly below the predicted level of depreciation (approximately $4.2m per annum) but represents a manageable level of asset renewal. With expenditure likely needing to increase in future reviews of the business plan from years 8 to 15 onwards to bring asset renewal closer to depreciation.

Tables 2.2 to 2.8 detail asset renewal activities across the first five years of the business plan across buildings, public open space, roads and footpaths, plant, and other asset areas. Year six to ten activities are unknown at this stage but forecast expenditure based on years one to five has been utilised within the ten-year modelling of financial capacity.

The major asset renewal items planned during the 10-year period are:

- A significant focus on Flood Mitigation with $5.3m spent in this area in the first five years (Table 2.5).
- Major ICT Hardware renewal is due in years one and two, including servers, storage, and network infrastructure - $600K (Table 2.7)
- Road safety initiatives totalling over $2m across the first five years (Table 2.5)

- Public Open Space renewals and enhancements totalling over $2.8m across the first five years (Table 2.4)
- Aquatic Centre sand filter replacement in 29/30 and Pipe and Valve replacement in 2030/2031 - $500K (Table 2.2)
- Museum and Boat Shed renewal in 2027/2028 - $150K (Table 2.2)
- Finalisation of the depot relocation during years 1-3 results in a total cost of $500K (Table 2.2)
- Space maximisation improvements at the administration centre during years one and two result in a total cost of $300K (Table 2.2)

Operating Position

The Town's predicted operating position across the 10 years of the business plan is detailed in Table 1.1. The operating surplus detailed at the bottom of this table provides the level of discretionary funds available to the Town to undertake asset renewal as well as strategic major projects. The operating surplus factors in operational planning and projects, relevant assumptions, and workforce planning implications.

Table 4.1 details the proposed new operating projects over the first five years of the business plan.

As well as these operating projects the below new employees are being proposed:

Proposed Position Title	FTE	Proposed Start Year
Technical Officer Parks	1	2027/2028
Manager Operations	1	2027/2028
Waste Officer	0.5	2032/2033
Senior Technical Officer Design	1	2031/2032
GIS Officer	1	2033/2034
Community Health Officer	1	2033/2034

Given the Town has yet to formalise the Directorate Planning level of its strategic framework the final details around workforce planning and operational projects still require development, however they have been included as currently understood in this iteration of the business plan to ensure resources are allocated to these operational areas as opposed to being consumed by project and asset expenditure areas. Most plans aligned to operating projects are yet to be developed/finalised, as such implementation costs are not fully understood and where included are providing a guide in terms of the resourcing capacity of the Town.

Reserves

The Irrigation and Drainage Reserve will be utilised to fund a component of the Flood Mitigation Works in the first two years of the plan ($400K). The Building Reserve will be utilised to fund the administration centre renovation/space maximisation projects in year one and two of the business plan, $150K per annum.

A new Legal Risk Management reserve is proposed for creation with a $100K per annum transfer into the reserve throughout the 10 years of the business plan. The purpose of this reserve will be to provide the Town with a safety net in case of significant legal costs associated with disputes or activities not covered under the Town's insurance scheme.

The business plan proposes to contribute $500K into the Future Fund Reserve in 2033/2034 and then withdraw $2m in 2034/2035 to partially fund the first community hub project.

$2.5m is proposed to be transferred into the Pool Upgrade Reserve during the 10-year business plan timeframe. $3m is expected to be withdrawn from this reserve in 2037/2038 to contribute towards Stage 2 of the Davies Road Recreation Precinct Redevelopment, assuming this stage of the project delivers enhancements to the aquatic centre environment.

Overall, the Town's reserve account closing balances are expected to increase from $8.1m in 2027/2028 to $11.7m in 2036/2037.

Table 3.2 provides full details of the predicted reserve movements across the 10 years of the business plan.

Tables - 1.0 to 4.1

1.0 Strategic Overview	Commentary	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
		$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's
Major Projects	Construction Start Year										
Davies Road Recreation Precinct Redevelopment	2033, 2038	-	-	250	-	500	15,000	-	-	250	500
Claremont Park Master Plan	2030	-	100	-	1,250	-	-	-	-	-	-
44th Battalion Memorial Concept (Town Asset Cost)	2027	150	-	-	-	-	-	-	-	-	-
Community Hubs	2035, 2039	-	-	-	-	50	150	-	3,000	150	300
Town Connectivity and Integration Enhancements	Multiple projects	-	-	150	300	300	300	300	300	300	300
ROW Projects	Multiple projects	500	500	500	500	500	500	500	500	500	500
Other Capital Expenditure											
Facility Renewals	Table 2.2 for further information	589	550	546	334	330	280	280	280	250	250
Other Building Renewals	Table 2.3 for further information	50	179	105	154	200	200	200	200	200	200
Public Open Space Management	Table 2.4 for further information	725	544	424	600	575	615	615	615	615	615
Roads	Table 2.5 for further information	1,960	1,964	2,341	2,114	2,689	1,465	1,565	1,715	2,715	1,715
Path Network	Table 2.6 for further information	50	85	50	50	50	50	50	50	50	50
Other Asset Renewal	Table 2.7 for further information	275	525	305	240	305	325	375	305	205	265
Plant Replacement	Table 2.8 for further information	110	175	320	170	28	118	190	336	180	230
Total Capital Expenditure		**4,409**	**4,622**	**4,991**	**5,712**	**5,527**	**19,003**	**4,075**	**7,301**	**5,415**	**4,925**
Reserve Transfers	Table 3.2 for further information	-500	-250	100	100	100	100	600	-1,900	1,100	1,600
Contribution from Grants and Other Sources		-636	-569	-451	-906	-331	-349	-428	-457	-1,026	-436
Loans for Acquisitions	Table 3.1 for further information	-	-	-	-	-	-14,000	-	-	-	-
Net Capital Outflow		3,273	3,803	4,640	4,906	5,296	4,754	4,247	4,944	5,489	6,089
Discretionary Funds Available	Table 1.1 for further information	3,084	3,521	4,365	4,791	5,418	4,924	4,405	5,000	5,635	6,331
Balance of Funds from Prior Year		-	-	-	-	-	-	-	-	-	-
Closing Position		**-189**	**-281**	**-275**	**-115**	**122**	**170**	**158**	**56**	**146**	**242**
Debt Servicing											
Operating Revenue		26,966	28,129	29,846	31,145	32,756	34,194	35,699	37,276	38,928	40,658
Gross Debt		382	315	243	167	86	14,000	13,479	12,390	11,234	10,008
Gross Debt to Operating Revenue Ratio (max 45%)		1.42%	1.12%	0.81%	0.53%	0.26%	40.94%	37.76%	33.24%	28.86%	24.61%
Debt Servicing Ratio (max 8%)		0.32%	0.30%	0.28%	0.27%	0.26%	3.00%	5.27%	5.05%	4.83%	4.63%

1.1 Town of Claremont Operating Position

	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
	$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	20,879	21,923	23,519	24,695	26,180	27,489	28,863	30,306	31,821	33,413
Total Grants, Subsidies and Contributions - Operating	678	685	692	699	706	713	720	727	734	742
Total Fees & Charges	4,386	4,474	4,563	4,654	4,748	4,842	4,939	5,038	5,139	5,242
Total Interest Earnings	923	946	969	993	1,018	1,044	1,070	1,097	1,124	1,152
Other Income	101	102	103	104	105	106	107	108	109	110
TOTAL OPERATING INCOME	**26,966**	**28,129**	**29,846**	**31,145**	**32,756**	**34,194**	**35,699**	**37,276**	**38,928**	**40,658**
OPERATING EXPENDITURE										
Total Employee Costs	-10,920	-11,357	-11,811	-12,284	-12,775	-13,286	-13,817	-14,370	-14,945	-15,543
Total Materials & Contracts	-10,400	-10,712	-11,033	-11,364	-11,705	-12,056	-12,418	-12,791	-13,174	-13,570
Utility Charges	-719	-741	-763	-786	-810	-834	-859	-885	-911	-939
Insurance	-340	-357	-375	-394	-413	-434	-456	-478	-502	-528
Other Expenditure	-793	-801	-809	-817	-825	-833	-841	-850	-858	-867
TOTAL OPERATING EXPENDITURE	**-23,172**	**-23,967**	**-24,791**	**-25,644**	**-26,528**	**-27,443**	**-28,392**	**-29,374**	**-30,391**	**-31,445**
Net Operating Result	3,794	4,161	5,055	5,501	6,228	6,750	7,308	7,902	8,537	9,213
Less Principle and Interest on Existing Loans	-85	-85	-85	-85	-85	-85	-	-	-	-
Less Principle and Interest on Proposed Loans	-	-	-	-	-	-941	-1,882	-1,882	-1,882	-1,882
Less initial impact of new staff	-250	-250	-250	-250	-400	-450	-700	-700	-700	-700
Less impact of operating projects (Table 4.1)	-375	-305	-355	-375	-325	-350	-320	-320	-320	-300
OPERATING SURPLUS	**3,084**	**3,521**	**4,365**	**4,791**	**5,418**	**4,924**	**4,405**	**5,000**	**5,635**	**6,331**

2.1 Major Projects

Major Projects	Construction Start	Total Cost	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
			$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's
Davies Road Recreation Precinct Redevelopment	2033, 2038	31,600,000	-	-	250	-	500	15,000	-	-	250	500
Claremont Park Master Plan	2030	1,400,000	-	100	-	1,250	-	-	-	-	-	-
44th Battalion Memorial Concept (Town Asset Cost)	2027	150,000	150	-	-	-	-	-	-	-	-	-
Community Hubs	2035, 2039	8,650,000	-	-	-	-	50	150	-	3,000	150	300
Town Connectivity and Integration Enhancements	Multiple projects	3,150,000	-	-	150	300	300	300	300	300	300	300
ROW Projects	Multiple projects	5,000,000	500	500	500	500	500	500	500	500	500	500
Total Expenditure - Major Projects			**650**	**600**	**900**	**2,050**	**1,350**	**15,950**	**800**	**3,800**	**1,200**	**1,600**

Concept Design | Detailed Design | Construct

2.2 Facility Renewals

	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Museum					
Museum	90,000	30,000	-	-	-
Boat Shed	60,000	-	-	-	-
Education Centre/Office (Museum)	-	30,000	-	-	-
Exhibition Centre & Toilets (Museum)	-	-	30,000	-	-
Sub Total - Museum	**150,000**	**60,000**	**30,000**	**-**	**-**
Operations Centre	-	-	-	-	-
Facility Improvements	-	-	-	24,000	-
Depot	-	-	-	-	-
Relocation	200,000	200,000	100,000	-	-
Admin Building Renewal	-	-	-	-	-
Space Maximisation Renovation	150,000	150,000	-	-	-
Record Keeping Storage Improvements	-	-	-	-	50,000
Council Chambers	-	-	-	-	-
Facility Improvements	35,000	10,000	30,000	10,000	-
Other yet to be determined	-	-	-	-	50,000
Sub Total - Town Employee Facilities	**385,000**	**360,000**	**130,000**	**34,000**	**100,000**
Total Expenditure	**589,000**	**550,000**	**546,000**	**334,000**	**330,000**

2.2 Facility Renewals

	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Aquatic Centre					
Office, Club rooms, Staff room	45,000	50,000	-	-	-
Circulation pump	-	35,000	-	-	-
Salt cell renewal	-	-	-	70,000	-
High rate sand filter renewal	-	-	300,000	-	-
Pipe and valve replacement	-	-	-	200,000	-
50m inflatable	-	20,000	-	-	-
25m inflatable	-	10,000	-	-	-
Lane ropes	-	-	40,000	-	-
Chlorine and acid dosing systems	-	15,000	-	-	-
Automatic pool vacuum (50m)	-	-	20,000	-	-
Yet to be determined	-	-	-	-	200,000
Sub Total Aquatic Centre	**54,000**	**130,000**	**360,000**	**270,000**	**200,000**
Bay View Community Centre					
Yet to be determined	-	-	26,000	30,000	30,000
Sub Total - Bay View Community Centre	**-**	**-**	**26,000**	**30,000**	**30,000**

2.3 Other Building Renewals

	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Anzac Cottage	-	31,000	-	-	-
327 Stirling Highway (Church)	-	-	-	50,000	-
Claremont Golf Course	50,000	-	-	-	-
Claremont Lawn Tennis Club	-	45,000	-	-	-
Hatchett Park	-	-	-	-	-
Infant Health	-	-	10,000	-	-
Kindergarten	-	-	20,000	-	-
McKenzie Pavilion	-	73,000	-	-	-
Meals on Wheels	-	-	25,000	-	-
Museum	-	-	-	-	-
Museum Boat Shed	-	-	-	-	-
St Johns Ambulance	-	30,000	-	-	-
Station Masters House	-	-	-	54,000	-
Yet to be determined	-	-	50,000	50,000	200,000
Sub Total Public Use Buildings	**50,000**	**179,000**	**105,000**	**154,000**	**200,000**
Total Expenditure	**50,000**	**179,000**	**105,000**	**154,000**	**200,000**

2.4 Public Open Space Management					
Location	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
Foreshore					
Rubble Removal	50,000	50,000	-	-	-
Revegetation	20,000	20,000	20,000	20,000	-
Erosion Conrol	20,000	20,000	20,000	20,000	-
Public Art	50,000	-	-	-	-
Signage	-	-	-	10,000	-
Hatchett Park					
Bench Seat Replacement	10,000	-	-	-	-
Swing Set Replacement	-	-	-	10,000	-
John and Jean Mulder Park					
Play Equipment	10,000	-	-	-	-
Lake Claremont					
Limestone Path Renewals	30,000	30,000	30,000	30,000	-
Toilet	200,000	-	-	-	-
Bin Surround Replacement	-	14,000	-	-	-
Teenage Play Space	-	100,000	-	-	-
Expanded Jetty boardwalk	-	-	-	20,000	-
Maclagan Park					
Bin Surround Replacement	-	-	14,000	-	-
McKenzie Bush					
Nil	-	-	-	-	-

2.4 Public Open Space Management					
Location	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
Agett Park					
Nil	-	-	-	-	-
Alex Prior Park					
Increased Accessibility- new footpaths	-	25,000	-	-	-
Bins	10,000	-	-	-	-
Informal Nature Play on border with Mrs Herberts Park	-	-	20,000	-	-
Belleville Park					
Nil	-	-	-	-	-
Bindaring Parade					
Freshwater Bushland Plan Implementation	50,000	50,000	50,000	50,000	-
Claremont Oval					
Nil	-	-	-	-	-
Claremont Park					
Exercise equipment	-	-	30,000	-	-
Bird Watering Station	-	-	15,000	-	-
Cresswell Park					
Nil	-	-	-	-	-
First Avenue Reserve					
Playground Replacement	-	100,000	-	-	-

2.4 Public Open Space Management					
Location	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
Mofflin Park					
Nil	-	-	-	-	-
Motteram Avenue Reserve					
Playground Replacement	-	-	-	15,000	-
Mrs Herberts Park					
Nil	-	-	-	-	-
Parry Street Reserve					
Nil	-	-	-	-	-
Rowe Park					
Playground Replacement	-	-	100,000	-	-
Stirling Road Park					
Bins	-	10,000	-	-	-
Playground Replacement (far west timber)	100,000	-	-	-	-
Fitness Equipment Replacement	40,000	-	-	-	-
Shelter over Jetty	10,000	-	-	-	-
General Renewals Location TBD					
Fencing Renewals	20,000	20,000	20,000	20,000	20,000
Signage Renewals	10,000	10,000	10,000	10,000	10,000
Reticulation	20,000	20,000	20,000	20,000	20,000
Bore, pump and flowmeter renewals	60,000	60,000	60,000	60,000	60,000
Park Lighting Renewal	15,000	15,000	15,000	15,000	15,000
Yet to be determined	-	-	-	300,000	450,000
Total Expenditure	**725,000**	**544,000**	**424,000**	**600,000**	**575,000**

2.5 Roads

Identifier	Description of Works	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
		$000's	$000's	$000's	$000's	$000's
Roads to Recovery Projects						
Chester Road	80m from CDS to Princess Rd	-	-	-	169,000	-
Second Avenue	40m from Ashton Ave to Brockway Rd to 800m from the Boundary	-	-	-	192,000	-
Cornwall Street	Servetus St to Devon Rd	-	-	-	152,000	-
Yet to be identified		-	-	-	-	-
	Sub Total Road to Recovery Projects	**-**	**-**	**-**	**513,000**	**-**
Regional Road Group Projects						
Alfred Road (Safety Initiative)	75m from Lisle Rd towards Davies Rd to 260m to Narla Rd towards WC Hwy	523,000	-	-	-	-
Stirling Road	Claremont Cres to Shenton Rd	-	140,000	-	-	-
Claremont Crescent	210m to Stirling Rd from west to Stirling Rd	-	225,000	-	-	-
Shenton Road (Safety Initiative)	Servetus St_No.3 to Devon Rd	422,000	-	-	-	-
Davies Road	Shenton Rd to Lapsley Rd	-	334,000	-	-	-
Gugeri Street (Safety Initiative)	Leura Avenue to Bay View Terrace	-	123,000	-	-	-
Devon Road	210m from Shenton Rd to Narla Rd	-	-	170,000	-	-
Queenslea Drive (Safety Initiative)	Freshwater Pde to Stirling Hwy	-	-	426,000	-	-
Victoria Avenue (Safety Initiative)	Nedlands Boundary to Bay Road	-	-	-	252,000	-
Yet to be identified		-	-	-	300,000	500,000
	Sub Total Regional Road Group Projects	**945,000**	**822,000**	**596,000**	**552,000**	**500,000**
Other Capital Roadworks						
Garden Street	Devon Rd to CDS	-	183,000	-	-	-
Agett Road	Chester Rd to Caxton Rd	-	94,000	-	-	-
Mitford Street	40m from Servetus St to Devon Rd (South)	-	-	-	134,000	-
Parry Street	Stirling Hwy to Barnfield Rd	-	-	-	-	188,000
Hammond Road	200m from Goldsworthy Rd to Bay Rd	-	-	-	-	62,000
Chatsworth Terrace	Dean St to 20m to Stirling Rd	-	-	-	-	106,000
Fern Street	Mitford St to CDS (Near Soccer Ground)	-	-	-	-	204,000
Bovell Lane	St Quentin Ave to O'Beirne St	-	-	-	-	114,000

2.5 Roads

Identifier	Description of Works	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
		$000's	$000's	$000's	$000's	$000's
Yet to Be Determined		-	-	-	50,000	-
	Sub Total Other Capital Roadworks	**-**	**277,000**	**-**	**184,000**	**674,000**
Unfunded Safety Initiatives						
Graylands Road	90m from Shenton Rd to 20m from Lakeway St	-	-	380,000	-	-
	Sub Total Unfunded Safety Initiatives	**-**	**-**	**380,000**	**-**	**-**
Other Auxilliary Works						
Major Flood Mitigation	Walter Street, near Stirling Highway	650,000	-	-	-	-
Major Flood Mitigation	Freshwater Prd, Park Ln & Bay View Tce	-	650,000	-	-	-
Major Flood Mitigation	Residential area Airlie St, near Stirling Hwy	-	-	650,000	-	-
Major Flood Mitigation	Second Ave to the east of Ashton Ave	150,000	-	650,000	-	-
Major Flood Mitigation	Second Ave to the west of Ashton Ave	150,000	-	-	650,000	-
Major Flood Mitigation	Fern St -South of Cresswell Park	-	150,000	-	-	650,000
Major Flood Mitigation	Henshaw Lane to east of Lake Claremont	-	-	-	150,000	650,000
Major Flood Mitigation	Elliott Rd to the east of Lake Claremont	-	-	-	-	150,000
General Stormwater/Drainage Works	Various minor works	50,000	50,000	50,000	50,000	50,000
Street lighting renewal	Various locations	15,000	15,000	15,000	15,000	15,000
	Sub Total Other Auxilliary Works	**1,015,000**	**865,000**	**1,365,000**	**865,000**	**1,515,000**
	Total Road Expenditure	**1,960,000**	**1,964,000**	**2,341,000**	**2,114,000**	**2,689,000**

Identifier	Income Source	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Various	Roads to Recovery	-	-	-	513,000	-
Various	Regional Road Group	614,250	534,300	387,400	358,800	325,000
		-	-	-	-	-
	TOTAL INCOME	**614,250**	**534,300**	**387,400**	**871,800**	**325,000**

2.6 Path Network						
Identifier	**Description of Works**	**2027/2028**	**2028/2029**	**2029/2030**	**2030/2031**	**2031/2032**
Footpath Renewal						
Claremont Crs North	Australind to Saladin	-	35,000	-	-	-
Yet to be identified		-	-	-	-	-
	Sub Total Footpath Renewal	**-**	**35,000**	**-**	**-**	**-**
Cycle Paths						
Cycle Plan Implementation		50,000	50,000	50,000	50,000	50,000
	Sub Total Cycle Paths	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**
Total Path Network Expenditure		**50,000**	**85,000**	**50,000**	**50,000**	**50,000**

2.7 Other Asset Renewal

	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
ICT					
Replacement of Laptops and PCs	40,000	40,000	40,000	40,000	40,000
Replacement of Mobile and Tablet Devices	15,000	15,000	15,000	15,000	15,000
Replacement of monitors and auxilliary hardware (printers, routers, docks etc.)	25,000	25,000	25,000	25,000	25,000
Replacement of CCTV Hardware	-	100,000	-	-	100,000
Servers and Storage	120,000	160,000	-	-	-
Network hardware (switches etc.)	-	60,000	-	10,000	-
Chambers AV System	-	-	100,000	-	-
Building Control Panels	-	-	-	25,000	-
Yet to be determined	-	-	-	-	-
Sub Total ICT	**200,000**	**400,000**	**180,000**	**115,000**	**180,000**
Other					
21 St Quentin Switchboard Relocation	50,000	-	-	-	-
Infrastructure under $10K	25,000	25,000	25,000	25,000	25,000
Yet to be determined	-	100,000	100,000	100,000	100,000
Sub Total Other	**75,000**	**125,000**	**125,000**	**125,000**	**125,000**
Total Expenditure	**275,000**	**525,000**	**305,000**	**240,000**	**305,000**

2.8 Plant Replacement

Plant Code	Current Make/Model	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	John Deere - Gator	-	-	-	-	28,000
PE456	Mitsubishi	35,000	-	-	-	-
PE457	Mitsubishi	40,000	-	-	-	-
PE452	Mitsubishi	35,000	-	-	-	-
PE463	Toyota	-	35,000	-	-	-
PE465	Toyota	-	35,000	-	-	-
PE460	Toyota	-	35,000	-	-	-
PE461	Toyota	-	35,000	-	-	-
PE478	GWM	-	35,000	-	-	-
PE473	GWM	-	-	40,000	-	-
PE472	GWM	-	-	40,000	-	-
PE479	GWM	-	-	40,000	-	-
PE476	GWM	-	-	40,000	-	-
PE477	GWM	-	-	40,000	-	-
PE475	GWM	-	-	40,000	-	-
PE474	GWM	-	-	40,000	-	-
PE480	GWM	-	-	40,000	-	-
PE484	GWM	-	-	-	40,000	-
PE481	LDV	-	-	-	45,000	-
PE485	LDV	-	-	-	45,000	-
PE486	GWM	-	-	-	40,000	-
Total Expenditure		**110,000**	**175,000**	**320,000**	**170,000**	**28,000**

3.1 LOANS SUMMARY

New Loan Borrowings

Loan Purpose	Amount	Loan Period	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Davies Road Recreation Precinct Redevelopment - Stage 1	14,000,000	10						14,000,000				
Total Borrowed Amount			**-**	**-**	**-**	**-**	**-**	**14,000,000**	**-**	**-**	**-**	**-**

Loan Repayments

	Start Year	Loan Type	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
New Loan Repayments												
Davies Road Recreation Precinct Redevelopment - Stage 1	2033	(P & I Loan)	-	-	-	-	-	941,020	1,882,040	1,882,040	1,882,040	1,882,040
Existing Loan Repayments												
327 Stirling Highway	2012	(P & I Loan)	85,000	85,000	85,000	85,000	85,000	85,000	-	-	-	-
TOTAL ANNUAL BUDGET COSTS OF LOAN REPAYMENTS			**85,000**	**85,000**	**85,000**	**85,000**	**85,000**	**1,026,020**	**1,882,040**	**1,882,040**	**1,882,040**	**1,882,040**

3.2 CASH RESERVES

	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Cash In Lieu of Parking (Restricted by Legislation)										
Opening Balance	644,483	660,595	677,110	694,038	711,389	729,174	747,403	766,088	785,240	804,871
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	16,112	16,515	16,928	17,351	17,785	18,229	18,685	19,152	19,631	20,122
Closing Balance	660,595	677,110	694,038	711,389	729,174	747,403	766,088	785,240	804,871	824,993
Town Centre SAR (Restricted by Legislation)										
Opening Balance	96,484	98,896	101,368	103,902	106,500	109,162	111,891	114,689	117,556	120,495
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	2,412	2,472	2,534	2,598	2,662	2,729	2,797	2,867	2,939	3,012
Closing Balance	98,896	101,368	103,902	106,500	109,162	111,891	114,689	117,556	120,495	123,507
Pool Upgrade										
Opening Balance	668,882	685,604	702,744	720,313	738,321	756,779	775,698	795,091	814,968	1,847,842
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	1,000,000	1,500,000
Interest-transfer TO Reserve	16,722	17,140	17,569	18,008	18,458	18,919	19,392	19,877	32,874	64,946
Closing Balance	685,604	702,744	720,313	738,321	756,779	775,698	795,091	814,968	1,847,842	3,412,788
Plant Replacement										
Opening Balance	180,209	184,714	189,332	194,066	198,917	203,890	208,987	214,212	219,567	225,057
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	4,505	4,618	4,733	4,852	4,973	5,097	5,225	5,355	5,489	5,626
Closing Balance	184,714	189,332	194,066	198,917	203,890	208,987	214,212	219,567	225,057	230,683
Irrigation and Drainage										
Opening Balance	419,079	227,056	30,232	30,988	31,763	32,557	33,370	34,205	35,060	35,936
Transfers TO/FROM Reserve	(200,000)	(200,000)	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	7,977	3,176	756	775	794	814	834	855	876	898
Closing Balance	227,056	30,232	30,988	31,763	32,557	33,370	34,205	35,060	35,936	36,835
Public Art										
Opening Balance	217,671	223,113	228,691	234,408	240,268	246,275	252,432	258,742	265,211	271,841
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	5,442	5,578	5,717	5,860	6,007	6,157	6,311	6,469	6,630	6,796
Closing Balance	223,113	228,691	234,408	240,268	246,275	252,432	258,742	265,211	271,841	278,637
Parking										
Opening Balance	1,287,688	1,319,880	1,352,877	1,386,699	1,421,366	1,456,901	1,493,323	1,530,656	1,568,923	1,608,146
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	32,192	32,997	33,822	34,667	35,534	36,423	37,333	38,266	39,223	40,204
Closing Balance	1,319,880	1,352,877	1,386,699	1,421,366	1,456,901	1,493,323	1,530,656	1,568,923	1,608,146	1,648,349
Building										
Opening Balance	481,945	342,119	198,797	203,767	208,861	214,082	219,434	224,920	230,543	236,307
Transfers TO/FROM Reserve	(150,000)	(150,000)	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	10,174	6,678	4,970	5,094	5,222	5,352	5,486	5,623	5,764	5,908
Closing Balance	342,119	198,797	203,767	208,861	214,082	219,434	224,920	230,543	236,307	242,214

3.2 CASH RESERVES										
	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037
Future Fund										
Opening Balance	2,005,264	2,055,395	2,106,780	2,159,450	2,213,436	2,268,772	2,325,491	2,889,879	937,125	960,554
Transfers TO/FROM Reserve	-	-	-	-	-	-	500,000	(2,000,000)	-	-
Interest-transfer TO Reserve	50,132	51,385	52,670	53,986	55,336	56,719	64,387	47,247	23,428	24,014
Closing Balance	2,055,395	2,106,780	2,159,450	2,213,436	2,268,772	2,325,491	2,889,879	937,125	960,554	984,567
Claremont Joint Venture										
Opening Balance	1,169,474	1,198,711	1,228,679	1,259,396	1,290,880	1,323,152	1,356,231	1,390,137	1,424,891	1,460,513
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	29,237	29,968	30,717	31,485	32,272	33,079	33,906	34,753	35,622	36,513
Closing Balance	1,198,711	1,228,679	1,259,396	1,290,880	1,323,152	1,356,231	1,390,137	1,424,891	1,460,513	1,497,026
Heritage Grant										
Opening Balance	59,584	61,074	62,600	64,165	65,770	67,414	69,099	70,827	72,597	74,412
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	1,490	1,527	1,565	1,604	1,644	1,685	1,727	1,771	1,815	1,860
Closing Balance	61,074	62,600	64,165	65,770	67,414	69,099	70,827	72,597	74,412	76,273
Employee Entitlements										
Opening Balance	535,027	548,403	562,113	576,166	590,570	605,334	620,468	635,980	651,879	668,176
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	13,376	13,710	14,053	14,404	14,764	15,133	15,512	15,899	16,297	16,704
Closing Balance	548,403	562,113	576,166	590,570	605,334	620,468	635,980	651,879	668,176	684,880
Western Suburbs Alliance										
Opening Balance	413,968	424,318	434,926	445,799	456,944	468,367	480,076	492,078	504,380	516,990
Transfers TO/FROM Reserve	-	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	10,349	10,608	10,873	11,145	11,424	11,709	12,002	12,302	12,610	12,925
Closing Balance	424,318	434,926	445,799	456,944	468,367	480,076	492,078	504,380	516,990	529,915
Workforce Planning Reserve										
Opening Balance	253,125	6,328	6,486	6,648	6,815	6,985	7,160	7,339	7,522	7,710
Transfers TO/FROM Reserve	(250,000)	-	-	-	-	-	-	-	-	-
Interest-transfer TO Reserve	3,203	158	162	166	170	175	179	183	188	193
Closing Balance	6,328	6,486	6,648	6,815	6,985	7,160	7,339	7,522	7,710	7,903
Legal Risk Management (NEW)										
Opening Balance	-	101,250	205,031	311,407	420,442	532,203	646,758	764,177	884,532	1,007,895
Transfers TO/FROM Reserve	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest-transfer TO Reserve	1,250	3,781	6,376	9,035	11,761	14,555	17,419	20,354	23,363	26,447
Closing Balance	101,250	205,031	311,407	420,442	532,203	646,758	764,177	884,532	1,007,895	1,134,342
TOTAL - ALL RESERVES										
Opening Balance	8,432,883	8,137,455	8,087,767	8,391,211	8,702,241	9,021,047	9,347,823	10,189,020	8,519,997	9,846,750
Transfers TO/FROM Reserve	(500,000)	(250,000)	100,000	100,000	100,000	100,000	600,001	(1,899,998)	1,100,003	1,600,004
Interest-Transfer TO Reserve	204,572	200,311	203,444	211,030	218,806	226,776	241,196	230,976	226,750	266,169
Closing Balance	8,137,455	8,087,767	8,391,211	8,702,241	9,021,047	9,347,823	10,189,020	8,519,997	9,846,750	11,712,923

4.1 Operating Projects

Directorate	Operating Project Name	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Infrastructure	Building Audit	-	-	50,000	-	-
Infrastructure	Urban Forest/Tree Audit	80,000	-	-	-	-
Office of CEO	Employee Development	25,000	25,000	25,000	25,000	25,000
Office of CEO	Tourism Plan Implementation	50,000	50,000	50,000	50,000	50,000
Office of CEO	Arts and Culture Plan Implementation	-	30,000	30,000	50,000	50,000
Corporate	GIS System Upgrade	-	-	-	-	100,000
Planning and Environment	Public Health Plan Delivery	-	20,000	20,000	20,000	20,000
Corporate	ICT Plan Implementation	100,000	50,000	50,000	50,000	-
Corporate	Website Refresh	-	-	-	100,000	-
Office of CEO	Community Development Plan	50,000	50,000	50,000	50,000	50,000
Office of CEO	Communications and Branding Plan	50,000	50,000	50,000	-	-
Office of CEO	DAIP Implementation	20,000	30,000	30,000	30,000	30,000
	Total New Operating Projects	**375,000**	**305,000**	**355,000**	**375,000**	**325,000**