CITY OF SUBIACO

2026-27 Annual Plan

July 2026

subiaco.wa.gov.au

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1 Annual Plan and Budget Overview

1.1 Message from the Mayor

David McMullen
Mayor

As we enter our second year implementing the 2025-2035 Council Plan, the City of Subiaco maintains focus, progress and achievement around five strategic pillars: Connected Community; Flourishing Environment; Vibrant Economy; Liveable Places; and Leading Organisation.

Building on strong foundations laid the last few years, The City has been recognised with numerous awards not only at state but also national level, for innovative and impactful delivery of services and community outcomes.

The 2026-27 Annual Budget supports the delivery of key projects to meet changing community needs, protect our natural environment, and address climate change risks. It enables investment in community facilities; vibrant precincts; arts and culture events; and industry engagement to support a growing local economy.

There is also funding for infrastructure to enhance public amenity; protect heritage; and expand active transport networks for safer, better connected, car-free movement. Organisationally, the City remains focused on advancing our digital transformation using enterprise-wide systems that are now live; strengthening cyber and privacy protections; and developing a fit-for-purpose consolidated hub for outdoor staff, machinery, and equipment.

In short, Elected Members and staff have carefully considered the projects, initiatives and services that will deliver the most significant impact towards our Council Plan objectives.

We remain ever conscious of the need to demonstrate responsible management of the City's financial resources. The rates increase this year is low against the rest of the local government sector, continuing several consecutive years of restrained percentage increases for the City. This is despite ongoing inflation and escalation of the costs that the City must incur to continue to deliver high quality services and amenity, to you.

There is a lot happening, and a lot to look forward to. Here's to another financial year in the City of Subiaco.

David McMullen
Mayor

1.2 Introduction

The City of Subiaco is pleased to present the 2026-27 Annual Plan and Annual Budget, which will guide the City's activities and decisions over the financial year. The Annual Plan and Annual Budget work together to prioritise and fund projects, programs, and services that directly contribute to achieving the strategic objectives across the five pillars of the City of Subiaco Council Plan 2025-2035.

The Annual Plan outlines the projects, initiatives, programs, and services to be delivered in the coming financial year, along with the expected social, environmental, and economic outcomes for the community. It also provides information on forecast revenue, key financial targets, and the factors shaping the Annual Budget. The Annual Budget details the funding allocated to deliver the Annual Plan.

For 2026-27, against a backdrop of flow on effects from global geo-political uncertainty and national cost of living challenges, the City has produced an Annual Budget that balances responsible financial management with targeted investment in community programs, environmental and economic resilience, infrastructure, and customer experience platforms.

Despite inflation escalating by 4.2 per cent over the last 12 months to March 2026, the revised rate in the dollar increase for 2026-27 will be 2.9 per cent, with total rate revenue uplifting by 4.6 per cent with the addition of new properties. The standard waste fee will remain the same reflecting a strong focus on maintaining waste transport, processing, and infrastructure costs.

The City has focused on prudent financial management to balance affordability for ratepayers with investment in community priorities and intergenerational outcomes.

2 About Us

2.1 Our City

The City sits proudly on the traditional homelands of the Whadjuk Noongar people, who have cared for Country for more than 50,000 years. Known as Wandaraguttagurrup, the area near today's Hamersley Road was a significant camping ground for indigenous people. In 1851, Benedictine monks journeyed here, founding a monastery named 'New Subiaco' after the birthplace of the Benedictine Order in Subiaco, Italy.

When the Perth to Fremantle railway opened in 1881, the name 'Subiaco' was adopted for a railway station near the monastery. The railway spurred growth and helped to shape the community that became the Municipality of Subiaco in 1897. Today, the City of Subiaco includes the suburbs of Subiaco and Daglish, and parts of Jolimont and Shenton Park. It is home to around 18,000 residents and draws over 20,000 workers daily. The City is known for its heritage character, green spaces, and strong local identity, with a mix of historic and modern architecture, tree-lined streets, shops, cafes, and cultural spaces.

Recognised as one of Western Australia's most liveable places, the City is well-connected by public transport, offers access to health and medical services, and has a thriving arts and cultural scene. Our strong sense of place, connected community, and liveability will remain defining characteristics as the City continues to evolve over the next decade and beyond.

2.2 Our Council

The City's Council is made up of the Mayor and eight Elected Members, forming a governing body that represents the local community. The electorate is divided into four wards, with two Elected Members per ward to provide balanced representation. The Mayor, elected to represent the entire electorate, provides leadership to Council and acts as its principal spokesperson.

The Council sets the strategic direction for the City of Subiaco, shaped by community aspirations, and in consideration of the economic, social, and environmental prosperity of the local area. The Council Plan is a key document reflecting this direction, and has been developed collaboratively with staff, and in consultation with the community.

David McMullen
Mayor

Rick Powell
Deputy Mayor
South Ward

Danny Fyffe
South Ward

Nicola Johnston
Central Ward

Penny O'Connor
Central Ward

Mark Burns
East Ward

Brigitte Pine
East Ward

Russell Jones
North Ward

Rosemarie de Vries
North Ward

3 Integrated Planning and Reporting Framework

In line with the requirements of the *Local Government Act 1995*, the City has implemented an integrated approach to delivering on its commitments to the community outlined in the *Council Plan 2025-2035*.

The integrated approach produces an Annual Budget and Annual Plan informed by the projects, initiatives, programs, and services to achieve long term (10 year) strategic priorities and deliver the mid-term (4 year) strategic projects and ongoing supporting services and programs outlined in the *Council Plan 2025-2035*.

The annual review of the four-year projects and initiatives outlined in the *Council Plan 2025–2035* forms a key component of the budget planning process. This review is required by the *Local Government (Administration) Regulations 1996* and provides an opportunity to assess these priorities against evolving community aspirations, emerging risks, and new opportunities, ensuring that funding decisions remain aligned with the matters of greatest importance to the community.

Ongoing community consultation, both specific to priority services and initiatives, as well as major consultation every two years about how we are performing more broadly, enables the City stay informed about community needs and expectations.

At the conclusion of the financial year, the City closes out the annual integrated planning cycle through delivery of its Annual Report, which provides transparency to the community on the City's performance to achieve its commitments.

4 Our 2026-27 Priorities

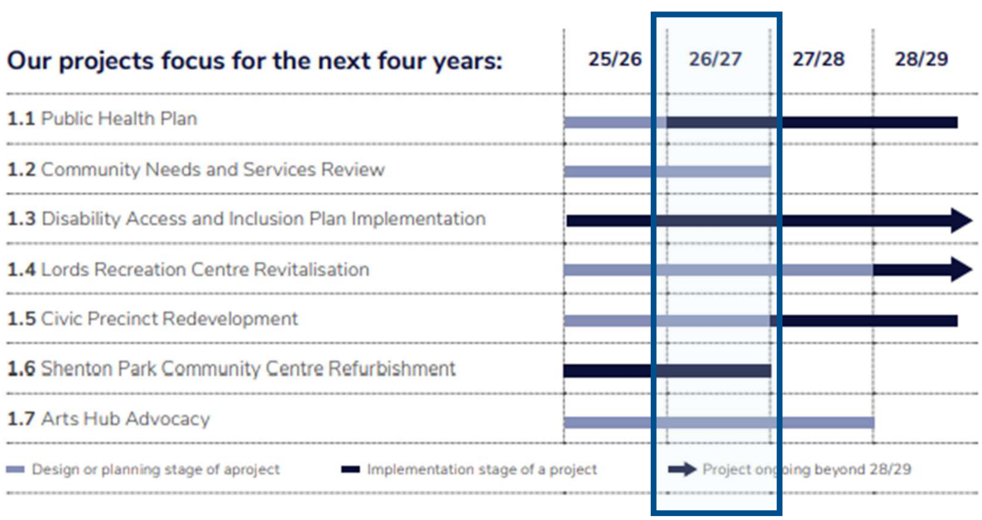
4.1 Pillar 1: Connected Community

In the City's second year of implementing the Council Plan Pillar 1: Connected Community, focus remains on progressing projects and infrastructure upgrades that will deliver fit-for-purpose community facilities, supporting the more vulnerable members of the community through implementation of evidence-based social impact planning, and continuing our core cultural services programs and services that support connection, inclusion, and wellbeing.

Council Plan Projects

Following community consultation and workshops with Elected Members, the Shenton Park Community Centre Refurbishment project will progress to appoint a contractor to deliver upgrades that reconfigure and revitalise this important community space. In addition, optimising services and improving facilities at Lords will be undertaken as part of the Lords Recreation Centre Revitalisation project.

Civic Precinct Redevelopment Project – $1.3 million allocated from the operating budget to implement the Council resolution of April 2026, and any subsequent Council resolutions.



A key outcome of the Community Needs and Services Review is the development and implementation of a Social Impact Framework. The framework will provide a consistent, evidence-based approach to evaluating City programs, services, and initiatives against Council objectives, helping ensure resources respond to current community needs. This will support measurable improvements in community wellbeing and contribute to a more inclusive, connected, and resilient community.

To strengthen disability access and inclusion across the community, the City will establish a new Disability Access and Inclusion Advisory Group in 2026–27. The group will provide advice and community perspectives to support implementation of the Disability Access and Inclusion Plan and related initiatives. Membership will be open to people with lived experience of disability, carers, older adults with access needs, residents, workers, and individuals with expertise in disability access and inclusion.

Services and Programs

The Annual Budget contains the required allocations to continue delivering quality community and cultural services and programs valued by the community. The Positive Ageing program includes inclusive programs, events, and activities that support positive ageing for older adults supporting participants to remain active, connected, and engaged members of the community.

The City's children, family, and youth programs, will see targeted events and activities delivered for children aged between seven and 11 years, and young people aged between 12 to 25 and their families. Young families and youth are growing demographics in our community, with these programs designed to support children and youth develop social skills, strengthen relationships, and increase their sense of belonging in the community.

Cost of living pressures and housing shortages continue to create challenges for many individuals and families. Through collaboration with The Salvation Army, the City will continue funding a dedicated program to support anyone in the community experiencing or at risk of homelessness through provision of a weekly walk in centre, supported by roving outreach.

Facilities and Infrastructure

To complement the City's key infrastructure projects, additional facilities and infrastructure upgrades to community buildings will be undertaken in 2026-27 to contribute to creating a connected and safe community.

Examples of these projects include undertaking a CCTV camera upgrade at the Evelyn H Parker Library, involving installation of additional cameras and updating the existing software to meet current standards, better integrate with WA Police systems, and enhance useability.

The Fallen Soldiers' Memorial Clock Tower will undergo required restoration works to preserve the structure for future generations. The Clock Tower remains an important gathering place for ANZAC Day and Remembrance Day ceremonies, bringing the community together to reflect and remember.

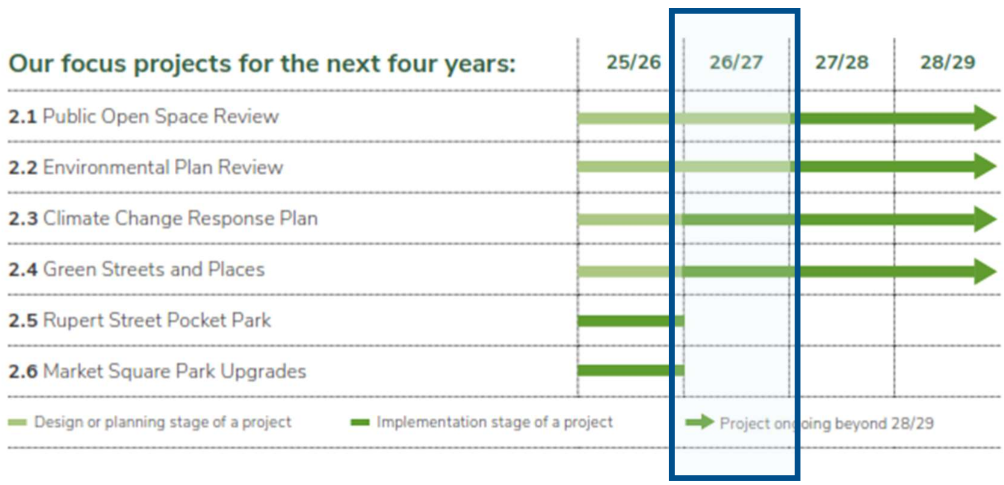
Recognising the important role sporting clubs play in the community, the City will partner with Onslow Park Tennis Club through a co-contribution arrangement to enable upgrades to the club facilities and enhancement of this valued community facility. Similar co-contribution arrangements will be available to deliver upgrades to the Rosalie East and Rosalie West pavilions for the benefit of multiple sporting clubs and community users.

4.2 Pillar 2: Flourishing Environment

The urban forest and the City's green spaces are some of the most valued assets in our community. The Annual Budget contains targeted financial resources to ensure we continue to protect the environment, biodiversity, waterways, and wildlife in the face of growing threats such as climate change, the introduction of pests and pathogens, and the spread of exotic trees and weeds.

Council Plan Projects

Following completion of the Rupert Street Pocket Park and Market Square Upgrade in 2025-26, focus on the Pillar 2 Council Plan projects will consolidate towards progressing a review of key natural environment governance mechanisms, implementation of the Climate Change Response Plan, and delivery of new urban greening projects.



Community engagement will be undertaken early in the new financial year to understand evolving community needs and aspirations for the City's parks and reserves, informing a revised Public Open Space Plan for Council adoption later in the year.

The review and redesign of the Environmental Plan will also continue, with a draft prepared for Council adoption that integrates urban forest, plant pathogen, biodiversity, and water cycle management. Together, these plans will provide a strategic framework to guide decision-making and enhance the City's natural environment.

A key milestone planned for this year to contribute towards the development of a climate resilience framework is the completion of a risk informed Corporate and Community Adaptation Plan. A suitably experienced consultant with expertise in climate risk management will be engaged to lead climate corporate and community risk assessments, with identified risk treatments informing the Plan.

Services and Programs
Supporting the health of the City's green corridors, wetlands, and water bodies is critical to ensure the City climate resilience objectives are achieved. In 2026-27, dedicated allocations have been made in the Annual Budget for weed control, revegetation, bushland management, water quality treatments, and wildlife support.

As part of the City's responsibility for storm water management, strategically located water sensitive urban design enhancements will be designed and constructed within catchment areas; improving water quality, utilising runoff, and integrating sustainable urban water management.

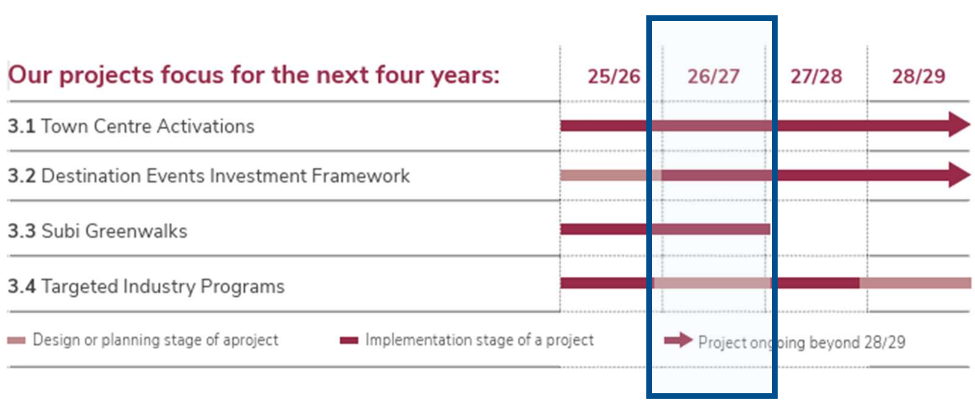
Targeted sediment and exotic tree removal will be undertaken, as will groundwater meter testing to monitor changes in the water table and groundwater quality within the City's superficial aquifers, ensuring sustainable water resource management and environmental protection.

To support the Council Plan objective of enhancing parks and public spaces, multiple playground and park asset upgrades will be delivered throughout the year. Playground renewals will improve the functionality and quality of play opportunities across the City, while upgrades to park assets such as shelters, shade sails, BBQs, access infrastructure, handrails, fences, and gates will help ensure the equitable provision of facilities for the community.

4.3 Pillar 3: Thriving Economy

Vibrancy of the local economy is at the heart of the City of Subiaco's identity. To continue the City's strong performance over recent years in economic development and activity, the Annual Budget funds selected projects, initiatives, and infrastructure investments that will attract new and returning visitors, build confidence of local business owners, and facilitate economic diversification through the growth of targeted sectors.

Council Plan Projects
The City's Town Centre Activations project will deliver a series of experiences and interventions to continue creating thriving neighbourhoods and precincts. This includes the ongoing partnership with SPACEMRKT to transform vacant spaces into vibrant, creative hubs and give local creatives an opportunity to showcase their work.



A dynamic year-round calendar of events that drives visitation and stimulates economic growth contributing to vibrancy will be delivered as part of the Destination Events Investment Framework project. Key events in the calendar for 2026-27 include the Perth International Jazz Festival, WA Comedy Week, Pre-Loved Fashion Market, Subi Night Market, and Subilicious, Subiaco's own Fringe World Festival hub. The Annual Budget additionally includes allocations to continue to grow award-winning signature major events such as Subi Blooms.

The Subi Greenwalks project will continue to develop urban greening initiatives in the Subiaco town centre laneways and public spaces to enhance appeal, reduce heat island effect, and support vibrancy. This year, the Hiddlestone Lane upgrade, will contribute towards the City's Council Plan objective to shape vibrant precincts through place-based projects, contemporary urban design, and activated public spaces.

Momentum on the Targeted Industry Programs project is supported in the Annual Budget, to continue fostering growth in the local economy through targeted industry activity in the district. Launch of the Industry Insight series 2.0 including delivery of focus projects with the start-up sector and West Tech Fest, and ongoing engagement of the creative industries sector position the City as an active economic development partner with industry and government.

Facilities and Infrastructure

To contribute towards the City's Council Plan objective of shaping vibrant precincts, in 2026-27 several key place-based and contemporary urban design projects will commence to activate public spaces.

Firstly, a master planning project will be initiated for the Subiaco North area, including Market Square Park, Roberts Road and Haydn Bunton crossings, and Subiaco Train Station. The project will identify opportunities to improve safety, amenity, commercial activation, and movement connections, while celebrating Subiaco's unique sense of place. A key focus will be embedding climate resilience through increased green infrastructure and sustainable place-based design outcomes.

Secondly, the City will identify and remove redundant signage and furniture along Rokeby Road to enhance amenity and pedestrian safety. As part of this work, pedestrian access will be reviewed at Rokeby Road crossovers to identify safety improvements.

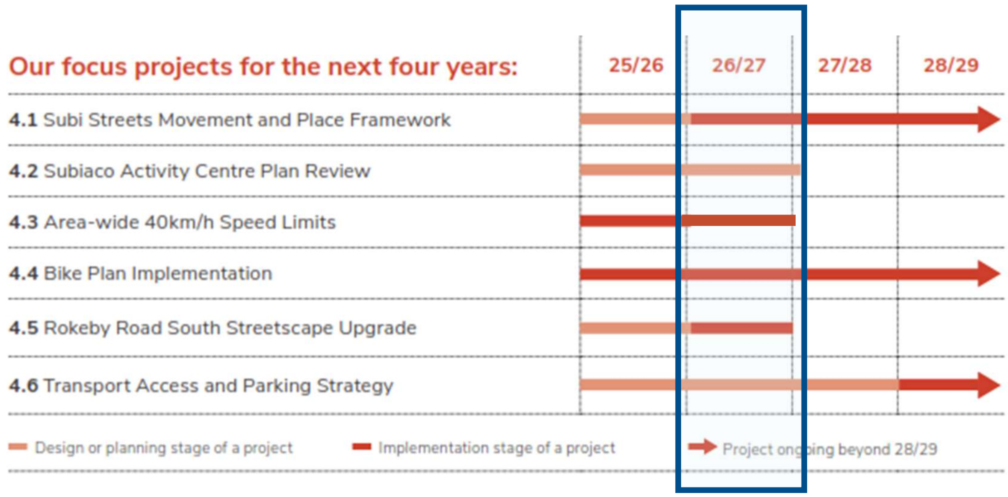
4.4 Pillar 4: Liveable Places

As our City continues to grow through urban infill, and renewed precincts such as Subi East, the City is focused on ensuring future development is high-quality, sustainable, protects our heritage, and strengthens our sense of identity. As an inner-city district, a key expenditure component within the Annual Budget is directed to delivering safe, climate-resilient infrastructure that enhance streets and laneways, and promotes sustainable active transport networks.

Council Plan Projects

Subi Streets, one of the City's key projects to enhance streets and laneways as safe, walkable places for people, will achieve a significant project milestone this year with the release of new draft Movement and Place Design Guidelines for public comment. The guidelines will establish design principles that reorient streets and laneways from primarily serving vehicles to functioning as flexible, community-focused public spaces.

The planned implementation of the area-wide 40 km/h speed limit project, in partnership with Main Roads WA, will further improve pedestrian safety. Early communications will be provided to help the community understand and adapt to the new speed limits.



The Rokeby Road South Streetscape Project will also be completed this year, delivering intersection upgrades at Hamersley Road/Rokeby Road and Heytesbury Road/Rokeby Road. These improvements have created safer, more accessible intersections while enhancing the amenity and character of the surrounding public realm.

Facilities and Infrastructure

This year's Annual Budget includes funding for a range of road infrastructure improvements in addition to the projects identified in the Council Plan. These works include the installation of several mid-block traffic calming treatments along Stubbs Terrace and upgrades to the Stubbs Terrace/McCallum Avenue intersection to provide safer and more accessible pedestrian crossing facilities.

The City will also continue its LED streetlight upgrade program, replacing existing streetlighting with more energy-efficient LED technology. This initiative supports the City's commitment to delivering climate-resilient infrastructure while reducing energy consumption and maintenance costs.

Maintaining the condition and performance of the City's road network remains a key priority. Roads showing signs of deterioration will continue to receive proactive asset management interventions, with a program of road resurfacing projects scheduled for delivery in 2026–27. These works will extend asset life, improve road conditions, and help minimise the need for more costly upgrades in the future.

The City's heritage is a defining part of its identity, contributing to the unique character and charm that make Subiaco a special place. Preserving and celebrating this heritage remains a key consideration across the City's infrastructure projects and urban planning activities, ensuring places of cultural significance continue to be protected and appreciated by current and future generations.

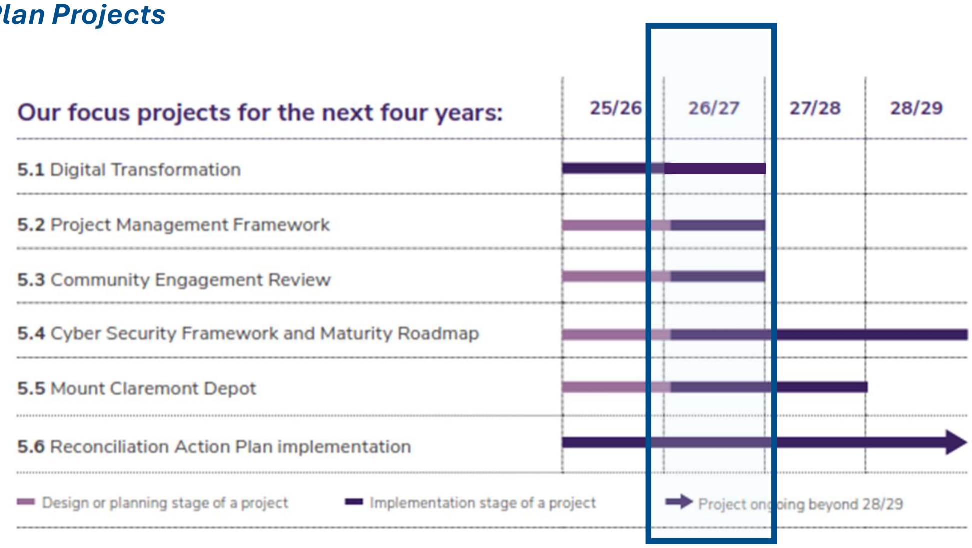
In accordance with the *Heritage Act 2018*, the City maintains a Local Heritage Survey, which identifies places within the district that are, or may become, of cultural heritage significance. This year, the City will continue its program of precinct-by-precinct heritage reviews to ensure the survey remains current, relevant, and reflective of the community's heritage assets.

The City also continues to invest in preserving and celebrating the rich history of Subiaco Oval. This year's Annual Budget includes funding to upgrade the lighting control system at the Subiaco Oval heritage gates, enabling dynamic lighting displays that integrate with the City's broader outdoor feature lighting network and further enhance the presentation of this important local landmark.

4.5 Pillar 5: Leading Organisation

Through the delivery of several internal transformation projects and initiatives, the City will continue to build strong foundations and capability to deliver excellent customer service to the community, and to position the organisation as an employer of choice.

Council Plan Projects



In 2026-27, our core Digital Transformation project will enter its final phase. After the successful implementation of a further ten Technology One ERP modules last year, including Property and Rating, Waste Management, Animal Management, and Revenue Management, focus will now turn to implementation of the Contract Management, Project Lifecycle Management and Records Management modules. Digital Transformation remains an important project to resource in the Annual Budget, as a significant enabler of achieving the Council Plan objective to build and sustain a high performing, customer-focused culture that delivers innovative solutions.

A contemporary Community Engagement Framework is critical to achieving community-informed and evidence-based decision-making that aligns with community priorities. This year, the revised Community Engagement Framework will be embedded across the organisation to inform best practice engagement that delivers impactful outcomes for the organisation and community.

Ongoing legacy system decommissioning, cyber security training, and essential 8 maturity uplift activities are planned as part of the Cyber Security Framework and Maturity Roadmap project.

The City continues to keep abreast of legislative changes and the digital landscape impacting data threats and security, including the commencement of the *Privacy and Responsible Sharing of Information Act 2024* in July 2026, which establishes new, more stringent privacy obligations for the City.

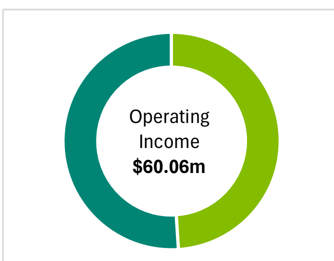
Providing fit-for-purpose facilities for City staff supports the Council Plan objective of building and sustaining a high-performing culture. The Mount Claremont Depot project will consolidate the City's Technical Services operations, including around 90 staff, vehicles, storage, and the nursery into a single location, improving operational efficiency, cost effectiveness, and collaboration. In 2026–27, the project will progress from design to detailed scoping and Council consideration of a construction tender.

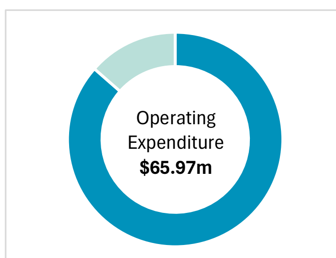
Building on the Reconciliation Action Plan in 2024-25, the City will continue to strengthen relationships with Aboriginal and Torres Strait Islander peoples in 2026–27 through meaningful cultural engagement and education initiatives. Key initiatives include NAIDOC Week celebrations and cultural walks, Indigenous storytelling during Harmony Week, partnership activities with Yirra Yaakin Theatre Company, and the development of online resources showcasing the cultural significance and traditional uses of plants in the City's bush tucker garden.

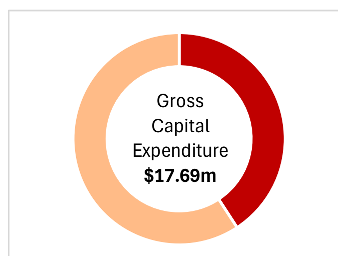
5 Annual Budget Commentary

5.1 Budget Summary

The City's 2026-27 Annual Budget is summarised below:







Budget Summary		Amount ($)
	Rates Revenue	29,411,188
	All Other Operating Revenue	30,650,910
	Total Operating Revenue	**60,062,098**
	Core Operating Expenditure	57,039,018
	Operating Projects	8,934,744
	Total Operating Expenditure	**65,973,762**
	Net Operating Deficit	**5,911,664**
	Capital Renewal Program Expenditure	7,208,965
	Capital New or Upgrade Expenditure	10,480,915
	Total Capital Expenditure	**17,689,880**

5.2 Significant 2026-27 Budget Influences

The City is committed to responsible financial management that best supports long-term sustainability of the community. The City bases financial decisions on sound principles, balancing prudent financial management with investment in the facilities, services, and assets that support local livability.

Significant internal and external influences that have shaped the 2026-27 Budget include; wage growth to attract and retain a talented and skilled workforce, supply chain demands for building and construction materials driving costs up, uncertainties in the global fuel market, and investment opportunities with rising interest rates.

5.3 Revenue Sources

Rate Notice

The Rate Notice comprises three main charges; **Rates (+2.9%)**, **Waste (+0.0%)** and the **Emergency Services Levy (+4.6% to +5.1%)**. Rate revenue equates to just under 50 per cent of the City of Subiaco's total revenue, used to fund services and infrastructure. Waste is a cost recovery service charge. The Emergency Services Levy (ESL) is a state tax WA Local Governments are forced to collect.

Rates

Rates are levied to provide funds for services that benefit the entire community. This includes the funding of essential infrastructure, roads, footpaths, parks, community facilities, and the administration of the City.

A modest rate increase of 2.9 per cent is factored into the Budget, which is lower than projected CPI and Local Government Cost Index (LGCI) growth. The City has endeavored to maintain low annual rate increases in the last 10 or so years, with no rate increases imposed during the height of the COVID-19 pandemic. This has been made possible through prudent financial management and a focus on growing supplementary income sources.

With a strong focus on diversifying the City's revenue streams, rates revenue makes up less than 50 per cent of operating revenue, being one of the lowest across all local governments in Western Australia.

Every three years the state government Valuer General adjusts the Gross Rental Valuations (GRV). Due to individual GRVs variation, some ratepayers will may pay more, some the same and some less than 2.9%. The variation is outside the control of every WA Local Government.

Rates = GRV (set by Valuer General) **x Rate in the $** (set by Council). As the GRVs have increased, the City has reduced the **Rate in the $** from **$0.070920** (2025/26) to **$0.056801** (2026/27).

Minimum rates

The City set a minimum rate so that each property contributes a base amount towards the City's core services. The minimum rate has been set at $1,224.50, seeing its first increase since the 2019-20 financial year.

Pensioners and Seniors

Pensioners and seniors holding Commonwealth Senior Health Cards are eligible for up to 50 per cent rebate off the rate amount, capped at $750, or can defer the full amount of the rates. The City provides a 50 per cent discount on waste service charges for those registered on 1 July each year. All other seniors can claim a rebate for up to 25 per cent of the rates amount, capped at $100.

State Government Charges

The ESL is collected on behalf of the State Government to pay for the delivery of fire and emergency services in WA. The State Government has determined to hand down an increase between 4.6 and 5.1 per cent increase.

Gross Rental Valuations

Rates and the ESL on properties are calculated using the Gross Rental Value (GRV) method. The GRV for a property is determined by the Valuer General in accordance with the *Valuation of Land Act 1978* and is an assessment of the gross annual rent the property might reasonably be expected to realise if let on a tenancy. The Valuer General conducts general valuations triennially and 2026 is a revaluation year. Across the City, residential GRVs have increased on average by 40 per cent, with commercial GRVs increasing on average by 6 per cent.

Late payment of rates

In accordance with legislation, local governments can levy a penalty for late payment of rates. The legislated rate of 11 per cent will continue to be applied in 2026-27.

Waste Service Charge

The Waste Service Charge is levied on all properties to provide for the costs of the City's waste and recycling services. The City's standard waste fee will remain the same, reflecting a strong focus on maintaining waste transport, processing and infrastructure costs.

User Fees and Charges

Where individuals benefit from using the City's facilities or services, charges are set so that the user pays for the service. Examples include use of the Lords Recreation Centre, parking fees, ground hire charges, photocopying, planning fees and swimming pool inspection fees.

Prices consider cost recovery, market pricing and legislative requirements, and are linked to inflation. Some services may be subsidised by other revenue sources with consideration to accessibility and community objectives.

The City continues to offer free parking at all SubiPark carparks and street parking on weekends and after 5pm on weekdays.

Contractual charges are imposed under the terms and conditions of leases, licenses, deeds, and agreements. Examples of areas where contractual terms apply include the City's investment property leases, and leases to sporting and community organisations.

Investment Income

The City holds its funds in a range of investments based on short, medium, and long-term liquidity needs. Investments are diversified to mitigate the impact of fluctuations in returns from individual asset classes, and include term deposits, commercial property and managed funds. The City continues to hold a trading undertaking to adjust its asset mix to be more reflective of the Australian Future Fund.

Grants

Grants are sourced from State and Federal Government and may be recurrent or one-off and attached to delivery of specific outcomes. The City actively seeks grant funding to support delivery of priority infrastructure and services for the community.

5.4 **Reserves**

Reserves are a means to save a portion of funds for expenditure in the future, effectively spreading major expenditures.

The City uses reserves to fund plant and equipment replacement, building and facilities improvements, parking and public transport improvements, infrastructure renewal, and loan repayments.

The City also maintains two investment reserves, the Capital Investment reserve and the Investment Income reserve, as part of its investment portfolio. Investment revenue is used to fund renewal and improvements projects to reduce reliance on rates.

The City will use its reserves to facilitate an internal loan for its continued digital transformation strategy in 2026-27. The City utilised a similar internal loan in 2023-24, 2024-25, and 2025-26; with the first year and second year of digital transformation are now paid off.

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