

20 Year Long Term Financial Plan

2019/2020 to 2038/2039

December 2018



Contents

Introduction	4
Purpose of the 20 Year Long Term Financial Plan	4
Previous Plan	4
Integrated Planning and Reporting Framework.....	4
Executive Summary	5
Key Highlights	5
Assumptions.....	5
Key Ratios	5
Cashflows.....	6
Key Changes since the Previous Long Term Financial Plan	6
Risks and Opportunities	6
Background.....	7
Key Statistics.....	7
Services	7
Guiding Principles	8
Basic Principles	8
Key Targets/Assumptions.....	8
Targets/Ratios	8
Rates Strategy	9
Loan Borrowings/Treasury	10
Funding/Reserves.....	10
New Expenditure.....	10
Process.....	11
Assumptions	13
Disclaimer	13
Information Used in the Long Term Financial Plan	13
Escalation.....	13
Key Escalation Rates/Assumptions – External Factors	14
Assumptions – Operating Income and Operating Expenses	15
Assumptions – Funding.....	17
Impacts	18
Ratios and Financial Estimates	18
Financial Statements	18
Key Ratios and Indicators – Overview.....	18
Key Ratios	18
Key Indicators	21

Funding and Cashflows	21
Overall Cashflow	21
Capital Expenditure Funding	22
Reserves Movements	22
Loans	23
Risk Assessment	23
Overall Comment	23
Projects Not Included in the <i>Plan</i>	23
Future Improvements in the Updates to the <i>Plan</i>	24
Scenario Modelling	25
Appendices	26
Appendix One – Statement of Financial Activity / Rate Setting Statement by Nature or Type.....	27
Appendix Two – Key Ratios and Indicators	28
Appendix Three – New Operating Expenses.....	29
Appendix Four – New Workforce Plan Expenses	31
Appendix Five – Detailed Capital Expenditure	33
Appendix Six – Summary Capital Expenditure Funding	36
Appendix Seven – Information on Borrowings.....	37
Appendix Eight – Information on Reserves	47
Appendix Nine – Assumptions	60

Introduction

Purpose of the 20 Year Long Term Financial Plan

The City of Kwinana's Long Term Financial Plan ('*Plan*') is an important financial tool for the City. The *Plan*, in conjunction with the Strategic Community Plan, Corporate Business Plan, Asset Management Plans and Workforce Plan aim to achieve the City's goals and drive its vision of being "Rich in spirit, alive with opportunities and surrounded by nature – it's all here".

The City will encounter many challenges and opportunities over the next 20 years. Significant changes in population levels and demographics bring with them changing community needs and expectations. This *Plan* will play a critical role in providing the guidance that is required to assess the necessary funding requirements to afford capital replacement programs and new capital projects; deliver community services and programs; and the City's capacity to maintain overall financial sustainability.

Previous Plan

The *Plan* covers the years 2020 to 2039 and is referred to as the 20 Year Long Term Financial Plan. The previous Plan ('*previous Plan*') will also be referred to throughout this document. The *previous Plan* covers the years 2016 to 2035 and was adopted by Council at the Ordinary Council Meeting 28 September 2016.

Integrated Planning and Reporting Framework

Section 5.56 of the *Local Government Act 1995* provides that –

(1) a local government is to plan for the future of the district."

In 2011, the then Department of Local Government and Communities (now the Department of Local Government, Sport and Cultural Industries (DLGSC)) introduced its Integrated Planning and Reporting Framework to encourage a movement towards best practice strategic planning and reporting standards across the Western Australian local government industry.

A significant component of this Framework is the development of a Long Term Financial Plan to inform the resourcing requirements and financial capacity of a local government to achieve its stated objectives and priorities.

The below figure demonstrates the relationship the Long Term Financial Plan, as an informing strategy, has to the Strategic Community Plan and Corporate Business Plan.



*Department of Local Government and Communities – Integrated Planning and Reporting: Framework and Guidelines, 2016

Executive Summary

Key Highlights

The Long Term Financial Plan (*Plan*) demonstrates the significant level of major projects and operations required to deliver the City's vision:

“Rich in spirit, alive with opportunities and surrounded by nature – it’s all here.”

The key highlights for the *Plan* are summarised below:

Item	Details
New Capital Investment	<ul style="list-style-type: none">• New, upgrade and renewal capital expenditure over the 20 years of the <i>Plan</i> - \$458m
Loan Borrowings	<ul style="list-style-type: none">• With the exception of the \$2.5m City Centre Redevelopment, all loan borrowings are projected to be repaid by the end of the 2037 financial year.
Rates % Increases	<ul style="list-style-type: none">• Average of 3.50% increase on base rates revenue per annum• Rates growth average increase of 2.63% per annum
Fees and Charges % Increases	<ul style="list-style-type: none">• Fees and charges increase on average by 3.23% per annum
Operating Expenses	<ul style="list-style-type: none">• Cash operating expenses including new expenditure (excludes depreciation and loss on sale of assets) increase on average by 3.66% per annum• New operating costs (relating to increases in service levels or new services) over the 20 years of the <i>Plan</i> - \$116m• Additional Workforce Plan costs required over the 20 years of the <i>Plan</i> - \$103m

Assumptions

The *Plan* is to be updated regularly; this allows the City to continually refine the assumptions. Below are some of the key assumptions:

- Economy – Perth Consumer Price Index (CPI) is forecast by the Department of Treasury to be 1.5% in 2018/19. It is projected to increase to 2% in 2019/20 and then to 2.5% in 2020/21 and 2021/22. From 2022/23 onwards the City has made its own assumptions:
 - 3.00% 2022/23.
 - 3.50% from 2023/24.

The increase is based on historical trends and the need to build in prudent cost projections.

- Service levels have been assumed to be maintained at current levels except for where increases or decreases to service levels have been identified and are detailed within Appendix Three.

Key Ratios

Five Key Ratios and Indicators have been calculated and are used by DLGSC to assist in assessing a local governments financial performance. Ratios and indicators provide useful information when compared to industry and internal benchmarks and can assist in identifying trends. Whilst not conclusive in themselves, understanding ratios, their trends and how they interact is beneficial for the allocation of resources and planning for the future.

Appendix Two summarises the results of the ratios in the *Plan* against the targets/standards set by DLGSC for each ratio.

Cashflows

The *Plan* sets out to achieve a “balanced budget”. This occurs when the municipal closing surplus/(deficit) is nil. This means that the municipal funds available at the end of each financial year is zero, with the exception of cash held in reserve funds which are set aside for a particular purpose.

The *Plan* commences with an opening reserve fund cash balance of \$47.6million, which is gradually depleted to fund capital projects over the first 13 years of the *Plan*. New loan borrowings are required to fund capital projects between the 2023 and 2027 financial years. In the later years of the *Plan* there are available municipal funds to use for capital projects instead of using reserves and borrowings. From 2033/34 the reserves balance begins to increase steadily, resulting in a projected balance in cash funds held in reserve at the end of the *Plan* of \$116.5million.

Key Changes since the Previous Long Term Financial Plan

The *previous Plan* for the period 2016 to 2035 was adopted by Council on 28 September 2016. The key changes in the current update are:

- The *Plan* projects an average rate increase of 3.5% on the base rates with a growth in the rates base of an average 2.63% per annum. The *previous Plan* forecasts rate increases to comprise of 3% per annum for the first 3 years to 2019 and then increasing to 4% for the duration of the *previous Plan* for Residential Rates and for Industry increases of 6% for the first 2 years and then an increase in line with Residential Rates. Rateable property growth was projected to increase by approximately 2.5% per year, gradually diminishing to 1.1%.
- Employment Costs in the *Plan* have been projected to increase in line with CPI. (2% per annum was included in the *previous Plan*).
- Between 2020 to 2035 capital expenditure in the *previous Plan* totalled \$435m. The *Plan* projects \$399m for the same period and a total of \$458m for the 20 years.

Risks and Opportunities

The Long Term Financial Plan includes estimates and assumptions, and therefore carries some risks and opportunities. Further assessment of the risk and opportunities is provided in the Risk Assessment section of the *Plan*.

Background

Key Statistics

The City of Kwinana is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth in population, investment and industrial expansion, including Western Australia's premier heavy industry zone - the Kwinana Industrial Area - that generates billions of dollars each year for the state's economy.

Kwinana is amongst the most culturally and linguistically diverse municipalities in the Perth metropolitan region. The population in Kwinana is made up of residents from more than 50 different countries with one in three residents born overseas.

Kwinana is the second fastest growing local government area in Western Australia, with the population predicted to reach 85,158 by 2036.

City of Kwinana Key Statistics	
Population (Estimated 2017)	41,866
Distance between Perth CBD and the Kwinana City Centre	39km
Rateable properties (Budget 2018/2019)	18,008
Number of businesses (Business Register September 2018)	6,153
Headline Gross Regional Product (ABS June 2017 Gross State Product)	\$3.096 billion
Public open spaces (November 2018)	145

Services

The City provides an extensive range of services to the community, including but not limited to:

- Waste management
- Infrastructure maintenance including roads, footpaths, parks and reserves, and street lighting
- Building regulatory services and approvals
- Planning regulatory services and approvals
- Environmental health services
- Community development, education and youth services
- Library, community centres, festivals, arts and cultural events
- City Assist services
- Parks, natural areas and management of the environment
- Health and recreational development and facilities
- Economic development and advocacy

The *Plan* has been prepared on the basis that the City will continue to deliver its services to the same level and standard as provided at the time of the adoption of the *Plan*, with additional operational and capital requests as outlined in Appendices Three, Four and Five

Guiding Principles

Basic Principles

Sustainability: The *Plan* is to be developed on the principles of financial, social and environmental sustainability. The *Plan* must demonstrate to our stakeholders that the City is viable and prudent in protecting its assets into the future.

Transparency: The *Plan* will be transparent and include information related to how the *Plan* has been developed and the underlying assumptions contained therein.

Prudence: The City will base the *Plan* on sound financial judgement, information available at the time and will apply reasonable tests to the assumptions made to confirm their validity. The *Plan* will encompass anticipating and planning for change.

Consistency: The City will adhere to the guiding principles and the assumptions made in the development and use of the *Plan*. This will ensure the users of the *Plan* can understand the assumptions and projections made and how they impact the future of the City.

Performance and Accountability: The *Plan* is a key element of the City's Integrated Planning Framework and will be used as the foundation for the preparation of the Annual Budget. The City will review the *Plan* at least annually to assess it against the adopted budget, Corporate Business Plan review, other key strategies and plans adopted during the year and to review the forward projections.

Flexible Long Term Approach: The objective of the *Plan* is to achieve a nil closing municipal surplus. Where this cannot be achieved and results in a deficit in one year, where available, funds in selected reserves will be transferred into the municipal fund. Where there are excess funds resulting in a surplus in one year, additional municipal funds will be transferred into reserves to reduce the surplus amount to nil.

Service Levels and Asset Management: Local government is asset intensive. The demands of providing and maintaining City assets and delivering appropriate levels of service to the community drive the *Plan*. Financial and social sustainability is equally important when considering the benefits of assets to the Community and the affordability of desired service levels. The City's asset management plans must outline the whole of life costs for each asset and investment of assets must be considered with prudent financial management.

Key Targets/Assumptions

Targets/Ratios

- The City is required to report seven ratios in the statutory annual financial statements. Whilst recognising that all seven ratios are important, the City's Long Term Financial Plan will focus primarily on:
 - Average Rates increases of 5% or less (Community)
 - Balanced Cash Budget (Liquidity)
 - Operating Surplus Ratio percentage (Operating Results)
 - Asset Sustainability percentage (Asset Management)
 - Debt Service Coverage Ratio (Treasury Management)
- Projections in the Long Term Financial Plan will be based on the notion that each year the rate setting statement will (as close as possible) be balanced (representing a nil

closing municipal surplus). In this respect the City will generate an annual operating surplus sufficient to allow it to meet:

- Borrowing/financial costs (e.g. interest expense from loan borrowings) for new capital expenditure
- Anticipated costs and income for new facilities from the year the facility becomes operational
- Asset management costs for each asset (including maintenance and refurbishment/rehabilitation expenditure) to a level that the City can afford
- The Long Term Financial Plan will aim to achieve an Operating Surplus Ratio greater than 2%, based on a five-year average with a target to achieve a ratio of 15%.
- Growth in operating revenue will be in excess of the growth in Operating Expenses, in so far as necessary to achieve the targets for each ratio set out in the *Plan*.

Rates Strategy

Council's rating strategy takes into consideration the key values contained within *Rating Policy Differential Rates (s.6.33) March 2016* released by the then Department of Local Government and Communities being:

- Objectivity;
- Fairness and Equity;
- Consistency;
- Transparency and Administrative Efficiency.

As part of the budget deliberations for the 2018/2019 adopted budget, Council commenced the five-year plan to reduce the number of rating categories to ensure the City is meeting the values set out for differential rating. The first stage occurred as part of the 2018/2019 budget, however the strategy proposes harmonisation of the following categories by 2023/24:

Current Rating Category 2018/2019	Proposed Rating Category by 2023/24
Gross Rental Value (GRV)	
Improved Residential	Improved Residential
Improved Special Residential	Improved Residential
Vacant Residential	Vacant
Vacant Non-Residential	Vacant
Light Industrial and Commercial	Improved Commercial and Industrial
General Industry and Service Commercial	Improved Commercial and Industrial
Large Scale General Industry and Service Commercial	Improved Commercial and Industrial
Unimproved Value (UV)	
General Industry	General Industry
Rural	Rural
Mining and Industrial	Mining and Industrial

As part of the annual budget deliberations, the City will review each rate category and where possible, attempt for the rate in the dollars to close the gap with the least financial impact in doing so. For example, this may mean that the Improved Residential rate in the dollar decreases while the Improved Special Residential rate in the dollar increases, therefore reducing the percentage increase of the Improved Special Residential rate category over the five years to meet the Improved Residential rate category.

Loan Borrowings/Treasury

The City invests in capital expenditure that benefits inter-generations. As such, loan borrowings are sometimes the most equitable finance option to fund capital expenditure.

A project can be funded by loan borrowings if it meets the following criteria:

1. Benefit is intergenerational and at a minimum the benefit will be longer than five years;
2. Loan is for the length of time before major intervention works are required (based on the asset management plan);
3. Must be identified/included in the Long Term Financial Plan to ensure the impact and capacity to repay the costs of servicing the loan is considered;
4. Loan terms will be between five to 20 years;
5. Must be to fund capital expenditure; and
6. Debt Service Coverage Ratio in any one year cannot be less than a ratio of three with an aim to exceed five.

Funding/Reserves

- Grant, subsidies and contribution funding projections are to be conservative and are only to be included in the Plan where it is reasonable to expect that these funding options will be secured. Where a project is expected to be funded partly or in full by a grant, contribution or reimbursement, the project will not commence unless the funding has been confirmed.
- The purpose and transfers to and from reserves are to be outlined in the *Plan*. Reserves are established for the purpose of setting aside funds in current and past years to assist in funding future projects/services (reserve purpose). Transferring funds to reserves ensures the community who are benefiting now, will contribute to funding the purpose into the future. Having reserves eases the financial impact of a community when a project is required to be funded in one year due to funds being collected over a period of time.

New Expenditure

- Whole of life costs are identified for all new expenditure.
- Asset Management Plans are funded where possible, within the parameters established in the Guiding Principles. Initially, the investment required to close the gap on required versus actual expenditure will be a staged approach and the *Plan* outlines how the City intends to close the gap in future years.
- Priority will be given to Asset Management Plans that have demonstrated that replacement expenditure is based on economic life modelling, and deferral of the replacement would reduce the Asset Sustainability Ratio.
- Asset Sustainability Ratio will aim to achieve a target between 90% and 110% based on a five-year average. However, where the age of assets is 'young' then it may be unnecessary to achieve this ratio as the City would not replace assets before their replacement date.
- City assets that are not required for operational or community use are to be rationalised and their viability assessed.

Process

- Estimates are to be conservative based on best available information at the time.
- The *Plan* will be prepared and reviewed during the Annual Budget process, which will enable the *Plan* to be used to inform the Annual Budget for the following year.
- The Annual Budget process will consider the impacts on the *Plan*, including the Guiding Principles and the ratio targets. Additionally, the mid-year budget process will also consider the impacts on the *Plan*.
- Any strategic risks identified in the *Plan* will be included in the City's Organisational Risk Register and monitored by City Officers and the Audit Committee.
- The guidelines recognise that section 6.8 of the *Local Government Act 1995* states that a *local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —*

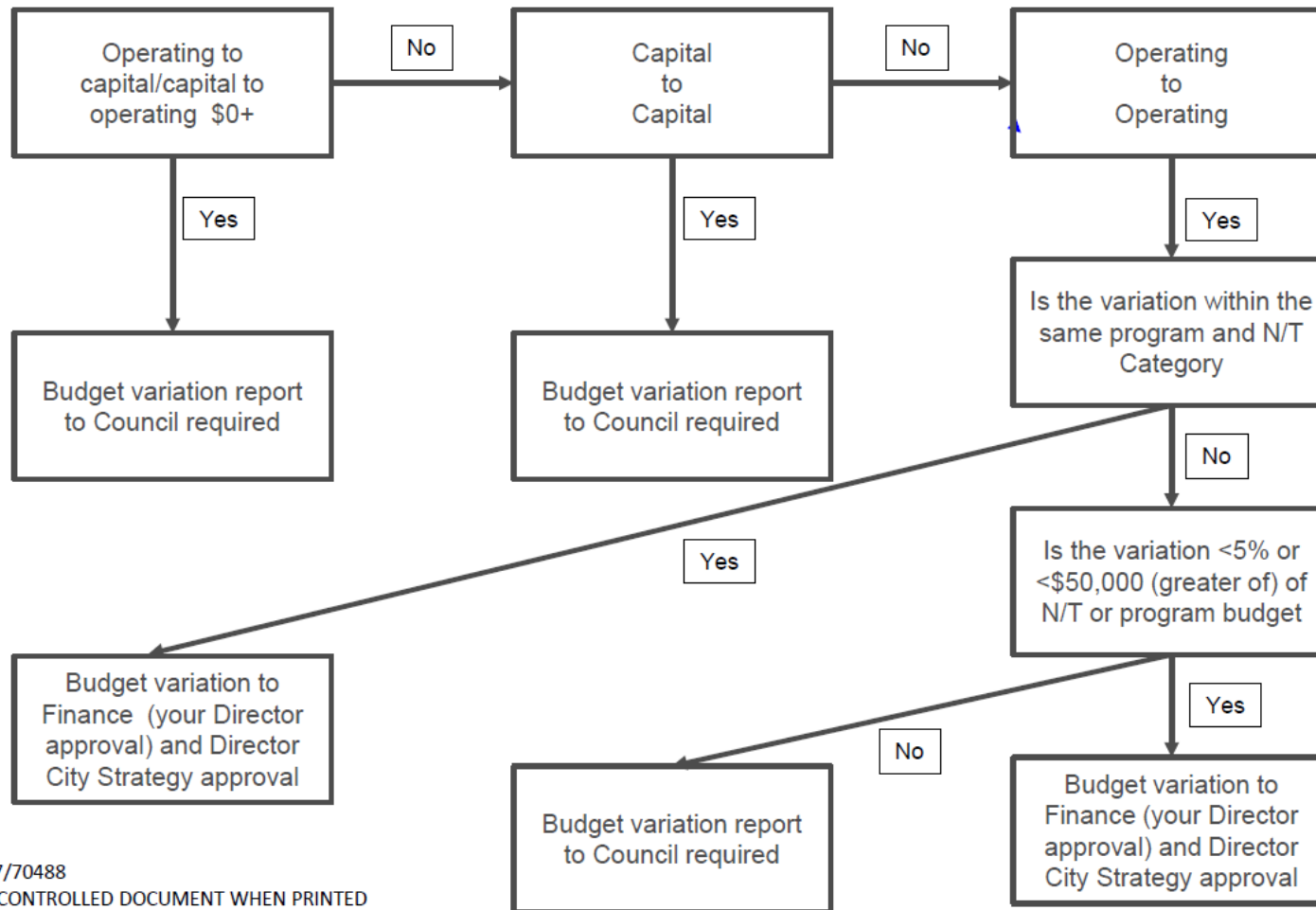
(a) is incurred in a financial year before the adoption of the annual budget by the local government; or

(b) is authorised in advance by resolution (absolute majority); or

(c) is authorised in advance by the mayor or president in an emergency.

The operating expenditure within the Annual Budget is adopted at the Nature and Type and Program level, and for capital expenditure as a note with detailed information. Taking into consideration section 6.8 of the *Local Government Act 1995* and the material variances adopted by Council of each year under regulation 34(1)(c) of the *Local Government (Financial Management) Regulations 1996*, the following budget variation process will be followed for variations to the Annual Budget that fall outside of the usual adoption of the Annual Budget and/or the Annual Budget Review.

Budget Variation Report to Council Process Map



D17/70488
UNCONTROLLED DOCUMENT WHEN PRINTED

Assumptions

Disclaimer

Readers of the Long Term Financial Plan should note that the document is used predominately as a planning tool. As such, it is based on many assumptions and includes several projects and proposals that in some cases:

- Have been approved by Council and are in progress;
- Have been considered by Council but are yet to receive final approval;
- Have only been considered by Council at a strategy level; and/or
- Are operational in nature and based on the continued provision of services and maintenance of City assets and infrastructure in accordance with management and other plans.

The scope, timing and budget of projects or proposals have been included based on the best available information and knowledge at the time of adoption. Adoption of the Long Term Financial Plan by Council does not constitute a commitment or agreement to any of the projects or proposals that are outlined.

Information Used in the Long Term Financial Plan

The *Plan* uses the Annual Budget for 2018/19 as the baseline ('*baseline*') of the *Plan*.

The estimates for the future years' uses the baseline as the starting point and then projects the future estimates using assumptions from a variety of sources:

- State and Federal Budgets
- Economic Forecasts (WALGA/Dept. Treasury)
- 2016 Census Data
- Asset Management Plans
- Capital Works Programs
- City Strategy and Planning Documents/Plans e.g. Developer Contribution Plans, Parks for People Strategy, Community Infrastructure Plan

The assumptions explained in detail in this section are broken down into the following five categories:

1. External Factors
2. Operating Income and Operating Expenses
3. Capital Projects and their impacts on Operating Income and Operating Expenses
4. Capital Proceeds
5. Funding

Appendix Nine provides the details of the key escalation rates for each year.

Escalation

All figures have been escalated in the *Plan* using assumptions/key escalation rates, except where indicated otherwise. The basis of the escalation factors is explained within this section with further details provided in Appendix Nine.

Key Escalation Rates/Assumptions – External Factors

Factor	Details
State and Federal Budgets	<ul style="list-style-type: none"> Superannuation Guarantee increase to 12% is paused with the next increment beginning in 2021/22 to 10.00%, and the staged increase to 12.00% by 2025/26. For further details, refer to Employment Costs below.
Population and Regional Growth	<ul style="list-style-type: none"> The City of Kwinana is Western Australia's second fastest growing local government area, with the state's fastest growing local government area neighbouring the City's border (Shire of Serpentine-Jarrahdale). The 2018 population forecast for the City is 44,791 with expectations that it will grow to 85,158 by 2036, a 90.12% change for that period.
Property Growth	<ul style="list-style-type: none"> .id forecast predict that the City will consist of 30,989 dwellings by 2036, with growth rates being based on an average of 2.63% per annum for the <i>Plan</i>. Increases in dwellings is used to forecast additional rates revenue.
Commercial Growth	<ul style="list-style-type: none"> City of Kwinana's Gross Regional Product in 2016 was estimated at \$3.57 billion, which represents 1.40% of the state's GSP (Gross State Product). In the year ended 30 June 2016, there were 17,051 jobs located in the City.
Consumer Price Index (CPI)	<ul style="list-style-type: none"> For the year to December 2017, CPI for Perth increased 0.80%. The Department of Treasury have provided forecast data to 2020/21. Perth CPI is forecast by the Department of Treasury to grow at 1.50% in 2018/19, and is projected to increase to 2.00% in 2019/20, then to 2.50% for 2020/21 and 2021/22. From 2022/23 onwards the City has made its own assumptions: <ul style="list-style-type: none"> 3% 2022/23. 3.5% from 2023/24. <p>The increase is based on historical trends and the need to build in prudent cost projections.</p> CPI is not used as the escalation rate for all income or expenses by the City. The City evaluates each nature and type of income or expense and considers the appropriate escalation factor to apply, with further details provided in the assumptions below.

Assumptions – Operating Income and Operating Expenses

Factor	Details
Baseline and Budget 2019/20	The baseline for the <i>Plan</i> is the adopted Annual Budget for 2018/19 adjusted for any one off income or expenditure items. Year one of the <i>Plan</i> will inform the Annual Budget 2019/20.
Service Levels	Service levels have been assumed to be maintained at current levels except for where increases or decreases to service levels have been identified and are detailed within Appendix Three.
Operating Income	
Rates	<ul style="list-style-type: none"> • 3.5% annual increase on the rates base for the life of the <i>Plan</i>. • Changes in valuations have not been factored into the calculation of rates.
Operating Grants, Subsidies and Contributions	Refer to the information provided in 'Assumptions – Funding'.
Fees and Charges	Fees and Charges are increased in line with CPI expectations and where other market forces impact the income expected to be received from fees and charges a note will be provided.
Interest Earnings	Refer to the information provided in 'Assumptions – Funding'.
Other Revenue	Other Expenditure items are increased in line with CPI expectations.
Operating Expenses	
Employee Costs	<ul style="list-style-type: none"> • Superannuation Guarantee costs are projected to increase from 9.50% to 12.00% in 2025/26 with the following staged increases: <ul style="list-style-type: none"> ○ 2021/22 – 10% ○ 2022/23 – 10.5% ○ 2023/24 – 11% ○ 2024/25 – 11.5% ○ 2025/26 – 12% • The City matches voluntary staff Superannuation Contributions up to 6% as per the City of Kwinana Collective Agreement. It is assumed for the purpose of the <i>Plan</i> that the average additional Superannuation contribution by the City is 2.5% of Salaries and Wages. • Remaining Employment Costs are projected to increase by the greater of 1.50% or CPI for the remainder of the <i>Plan</i>. • The City's maximum rate charged for Worker's Compensation is 3.2%, however the average rate charged for the three years prior to the <i>Plan</i> was 2%. This rate (2%) is applied to Salaries and Wages for the whole of the <i>Plan</i>.
Materials and Contracts	Materials and Contracts are increased in line with CPI expectations.
Refuse Charges, Tipping Fees and Waste Management Expenses	<ul style="list-style-type: none"> • State landfill levy rates are increased by \$10/tonne in 2018/19 and with the rate expected to remain the same each year thereafter. • In 2021/22 it is assumed that the City will utilise Waste to Energy Plants as a form of waste disposal instead of landfill. This is expected to reduce the cost per tonne of waste disposal however as this is not certain, base costs have been increased in line with CPI.

Utility Charges	<ul style="list-style-type: none"> WALGA economic data projects the cost for electricity and street lighting to increase by 3.3% for 2019/20, 3.4% for 2020/21 and 2.5% for 2021/22. This has been used to inform the escalation for utilities within the <i>Plan</i> with 2.5% used for the remainder of the plan years.
Depreciation	<ul style="list-style-type: none"> The City is continuing to review the basis of depreciation expenses as part of an increased focus on Asset Management Planning for each class of assets. The <i>Plan</i> assumes that depreciation will increase in line with the costs of replacement so an escalation factor of CPI has been used.
Interest Expenses	Refer to the information provided in 'Assumptions – Funding'.
Insurance Expenses	<ul style="list-style-type: none"> Except for Workers Compensation premiums (which are included in Employee Costs), insurance premiums have been assumed to have no increases for the 2019/20. This is due to the Member Fund, that the City is a part of, utilising surpluses to maintain stability in premiums for this period. Beginning in 2020/21 insurance expenses are then assumed to increase by CPI.
Other Expenditure	Other Expenditure has been increased in line with CPI expectations.

Assumptions – Funding

Factor	Details																																								
Interest percentage on Loans	<p>WATC (West Australian Treasury Corporation) were consulted and provided forecasts to 2026/27. For five, ten and fifteen year fixed term loans, the following assumptions are included in the <i>Plan</i>:</p> <table><tr><th>Year</th><th>5 Year Fixed Loan</th><th>10 Year Fixed Loan</th><th>15 Year Fixed Loan</th></tr><tr><td>2018/19</td><td>3.23%</td><td>3.78%</td><td>4.17%</td></tr><tr><td>2019/20</td><td>3.49%</td><td>4.02%</td><td>4.38%</td></tr><tr><td>2020/21</td><td>3.75%</td><td>4.26%</td><td>4.58%</td></tr><tr><td>2021/22</td><td>4.00%</td><td>4.50%</td><td>4.79%</td></tr><tr><td>2022/23</td><td>4.26%</td><td>4.74%</td><td>4.99%</td></tr><tr><td>2023/24</td><td>4.52%</td><td>4.98%</td><td>5.20%</td></tr><tr><td>2024/25</td><td>4.78%</td><td>5.22%</td><td>5.40%</td></tr><tr><td>2025/26</td><td>5.04%</td><td>5.46%</td><td>5.61%</td></tr><tr><td>2026/27+</td><td>5.30%</td><td>5.70%</td><td>5.81%</td></tr></table>	Year	5 Year Fixed Loan	10 Year Fixed Loan	15 Year Fixed Loan	2018/19	3.23%	3.78%	4.17%	2019/20	3.49%	4.02%	4.38%	2020/21	3.75%	4.26%	4.58%	2021/22	4.00%	4.50%	4.79%	2022/23	4.26%	4.74%	4.99%	2023/24	4.52%	4.98%	5.20%	2024/25	4.78%	5.22%	5.40%	2025/26	5.04%	5.46%	5.61%	2026/27+	5.30%	5.70%	5.81%
Year	5 Year Fixed Loan	10 Year Fixed Loan	15 Year Fixed Loan																																						
2018/19	3.23%	3.78%	4.17%																																						
2019/20	3.49%	4.02%	4.38%																																						
2020/21	3.75%	4.26%	4.58%																																						
2021/22	4.00%	4.50%	4.79%																																						
2022/23	4.26%	4.74%	4.99%																																						
2023/24	4.52%	4.98%	5.20%																																						
2024/25	4.78%	5.22%	5.40%																																						
2025/26	5.04%	5.46%	5.61%																																						
2026/27+	5.30%	5.70%	5.81%																																						
Repayment Terms of Loans	All new borrowings are based 10 year fixed term principal and interest loans.																																								
Interest Earnings from Investments	Based on historical information and to ensure the City maintains a conservative approach to funding, investments are assumed to earn interest at a rate of 1% less than the five year fixed term borrowings rate. Interest has been calculated based on the previous years' earnings escalated by the percentage change in expected interest rates.																																								
Operating Grants, Subsidies and Contributions	Unless it has been identified as part of the <i>Plan</i> , operating grants, subsidies and contributions are expected to continue and have been escalated in-line with CPI.																																								
Non-Operating Grants, Subsidies and Contributions	<ul style="list-style-type: none">Based on expectations of subdivisions within the DCA areas.Road grants are expected to continue to be received to fund 2/3 of road renewal expenditure, other non-operating grants, contributions and subsidies will be included where the expectation of receiving a grant is high. Should a grant not be received in line with expectations capital projects to be funded from the grant will not proceed until funding is confirmed.																																								
Reserves	<ul style="list-style-type: none">The City Infrastructure Reserve has been created by combining the Future Community Infrastructure Reserve and the Infrastructure Reserve. The purpose of this reserve is to fund the City's Contributions to community infrastructure projects.The Asset Replacement Reserve was renamed to the Plant and Equipment Replacement Reserve to better reflect the purpose of this reserve.Employee Leave Reserve has been amended to hold 50% of the employee leave liability and excess funds transferred to the Plant and Equipment Replacement Reserve and the Asset Management Reserve in 2019. In the year 2031 these funds have been reimbursed to the Employee Leave Reserve.																																								

	<ul style="list-style-type: none"> • To assist in funding, the renewal and replacement of Assets, the interest on the Employee Leave and Refuse Reserves for the life of the plan has been allocated to the Asset Management Reserve. • The Future Community Infrastructure Reserve has been closed and funds transferred to the City Infrastructure Reserve • \$3,785,141 was transferred from the Refuse Reserve to the Asset Management Reserve in 2019. In the years 2032 to 2034 these funds have been reimbursed to the Refuse Reserve. • No transfers to reserves are occurring for all asset related Reserves except for the interest earned on the balance of funds held in the respective reserve until a surplus is reached.
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Impacts

Ratios and Financial Estimates

Financial Statements

The Plan is summarised in the Statement of Financial Activity by Nature or Type, otherwise known as the Rate Setting Statement (Appendix One).

Key Ratios and Indicators – Overview

Appendix Two summarises the results of the *Plan* against the targets for each key ratio and indicator, with further explanation provided below.

Key Ratios

Operating Surplus Ratio

The Operating Surplus Ratio represents the percentage by which the operating surplus (or deficit) differs from the City's own source revenue which includes rates and operating grants.

The formula for the operating surplus ratio is:

Operating Revenue minus operating expense divide Own Source Operating Revenue

Where:

Operating Revenue - Revenue that is operating revenue for the purposes of the AAS, excluding grants and contributions for the development or acquisition of assets

Operating Expense - Expenses that are operating expenses for the purposes of the AAS.

Own Source Operating Revenue - Revenue from rates and service charges, fees and user charges, reimbursements and recoveries, interest income and profit on disposal of assets.

The standards set by the Department of Local Government, Sports and Cultural Industries (DLGSC) is that the basic standard is between 1% and 15% (0.01 and 0.15) and the advanced standard is greater than 15% (>0.15).

The City's target within the *Plan* for the Operating Surplus Ratio is to aim to achieve a ratio greater than 2%, based on a five-year average with a target to achieve 15%. The City is projected to reach the 2% target by the end of the 2035 financial year, with the ratio improving each year to 5% in 2039.

This ratio includes non-cash expenses which includes depreciation and profit and loss on sale of assets. It is important for local governments to recognise that assets depreciate and there should be sufficient funds available for renewal and replacement of these assets. The Department of Local Government, Sport and Cultural Industries (DLGSC) states that this ratio indicates how much of a local government's percentage of total own source revenue is available to help fund proposed capital expenditure, transfer to cash reserves or to reduce debt. However non-cash items are not required to be included in the calculation of a rate setting statement. The DLGSC require a rate setting statement, which determines how much rates income is required to be raised to balance a budget, to exclude non-cash items such as depreciation.

The City's projected operating surplus ratio is projected to be negative until 2033, indicating that City's current services and depreciation expenses are higher than the total operating income. For a high growth local government such as Kwinana, this ratio will be lower than an established local government and will improve in the future as the number of rateable properties increase and the depreciation from the gifting of new assets from developers reduces.

Asset Sustainability Ratio

The Asset Sustainability Ratio expresses capital expenditure on renewal and replacement of existing assets as a percentage of depreciation costs. It is used to identify any potential decline or improvement in asset conditions. A percentage of less than 100% on an ongoing basis indicates assets may be deteriorating at a greater rate than spending on renewal or replacement.

The formula for the asset sustainability ratio is:

Capital Renewal and Replacement Expenditure divide Depreciation Expense

Where:

Capital Renewal and Replacement Expenditure - Expenditure to renew or replace existing assets.

In other words, it is expenditure on an existing asset to return the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure. As it reinstates existing service potential it may reduce operating and maintenance costs.

Depreciation - Has the meaning given in the AAS. Under AASB 116 paragraph 6, Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. In other words, depreciation represents the allocation of the value of an asset (its cost less its residual value) over its estimated useful life to the local government. Depreciation expense can be sourced from the audited annual financial report.

The standards set by DLGSC is that the basic standard is met if the ratio can be measured and is 90% (0.90) and the improving standard is met if the ratio is between 90% and 110% (0.90 and 1.10).

The City's target within the *Plan* for the Asset Sustainability Ratio is to aim to achieve a target of between 90% and 110% based on a five-year average.

During the Plan, the City is not projected to achieve the target of 90%-110% for its Asset Sustainability Ratio. The City of Kwinana is a high growth local government and continues to work to balance the expectations of the community and the services provided with the revenue sources available at the time. As the City continues to mature in its development and grows towards its projected population, revenue sources receivable through rates and

other fees and charges income will also increase. As surplus funds are achieved in the years from 2034 more funds will be available for the renewal and maintenance of the assets, improving the above financial ratios. The *Plan* has allocated these surplus funds to asset renewal and replacement reserves to ensure they are available should they be required to fund renewal and replacement projects. The Adjusted Asset Sustainability Ratio shown in Appendix Two demonstrates the positive impact on the Asset Sustainability ratio should these funds be utilised on renewal expenditure instead of being set aside in reserve.

Debt Service Coverage Ratio

The Debt Service Coverage Ratio represents a local governments ability to service debt out of its uncommitted or general purpose funds available for its operations.

The formula for the debt service coverage ratio is:

Annual Operating Surplus before Interest and Depreciation divide Principal and Interest

Where:

Annual Operating Surplus before Interest and Depreciation – operating revenue minus net operating expense

Depreciation – has the meaning given in the AAS. Under AASB 116 paragraph 6, Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. In other words, depreciation represents the allocation of the value of an asset (its cost less its residual value) over its estimated useful life to the local government. Depreciation expense can be sourced from the audited annual financial report.

Interest – interest expense for moneys borrowed, credit obtained or financial accommodation arranged under section 6.20 of the Local Government Act 1995.

Principal and Interest – all principal and interest for money borrowed, credit obtained or financial accommodation arranged under section 6.20 of the Local Government Act 1995.

The standards set by DLGSC is that the basic standard is met if the ratio can be measured and is greater than 2.00 (200%) and the advanced standard is met if the ratio is greater than 5.00 (500%).

The City's target within the *Plan* for the Debt Service Coverage Ratio is for one year to be no less than a ratio of three (3.00) with an aim to exceed five (5.00). In the first nine years of the *Plan* to 2028, the City relies on utilising loan borrowings to achieve some of its capital works program resulting in a Debt Service Coverage ratio of less than 3.00, however in 2029 as funds are beginning to be repaid in full, the City's ratio is 3.22 and continues to improve each year.

Key Indicators

Rates Percentage Increase

The rates percentage increase is not a standard set by the Department of Local Government, Sport and Cultural Industries, however the City's target for the *Plan* was to aim to have a rates percentage increase of no more than 5%. The *Plan* has projected an average increase on the base rates of 3.5% for the life of the *Plan*. However, it must be emphasised that the rates percentage increases are projections and are not necessarily the increases that will be applied when budgets are adopted by Council each year.

Balanced Cash Budget

A key objective of the *Plan* is to have a "balanced budget" such that the closing surplus/(deficit) for each financial year should be zero, or as close to zero as possible. This objective demonstrates that the City is able to provide services to the community and invest in its infrastructure, whilst being able to have moderate increases in rates. Appendix One summarises the rate setting calculations to demonstrate that funds match expenses and the budgets are balanced.

The projections show that until the year 2028 the City requires reserve funds and loan borrowings to fund expenditure for capital projects and to balance the budgets for each year. From 2028 the City has the funds necessary to carry out projects and transfer municipal funds into asset renewal and replacement reserves to ensure that the City's asset sustainability and asset management plan requirements will be able to be met into the future.

Funding and Cashflows

Overall Cashflow

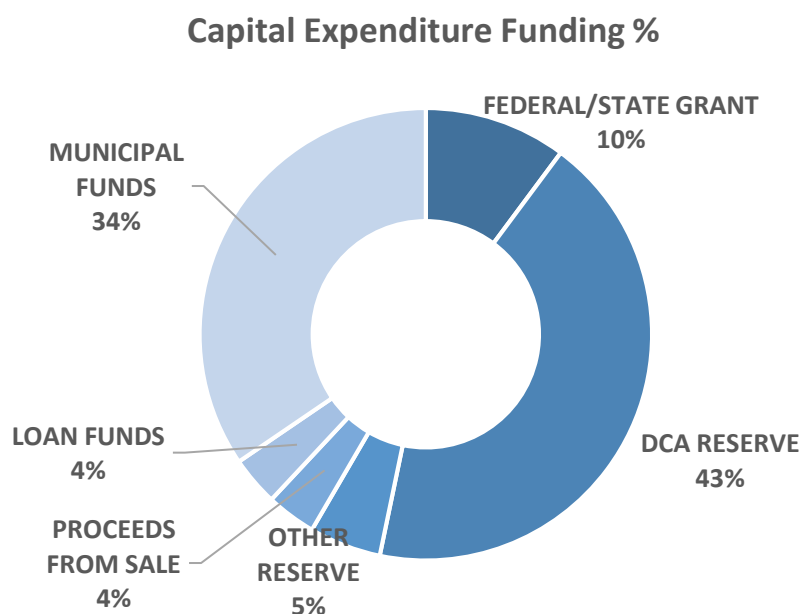
The *Plan* commences with an opening reserve fund cash balance of \$47.6million, which is gradually depleted to fund capital projects over the first 13 years of the *Plan*. The reserve balance is as low as \$11.8million by June 2032, with only \$1million in asset replacement and renewal reserves. New loan borrowings are required to fund capital projects between the 2023 and 2027 financial years.

Cash surpluses are achieved in the later years and from 2033/34 the reserves balance begins to increase steadily, resulting in a projected balance in cash funds held in reserve at the end of the *Plan* of \$116.5million.

Capital Expenditure Funding

Appendix Six provides a summary of the funding of capital expenditure within the *Plan*.

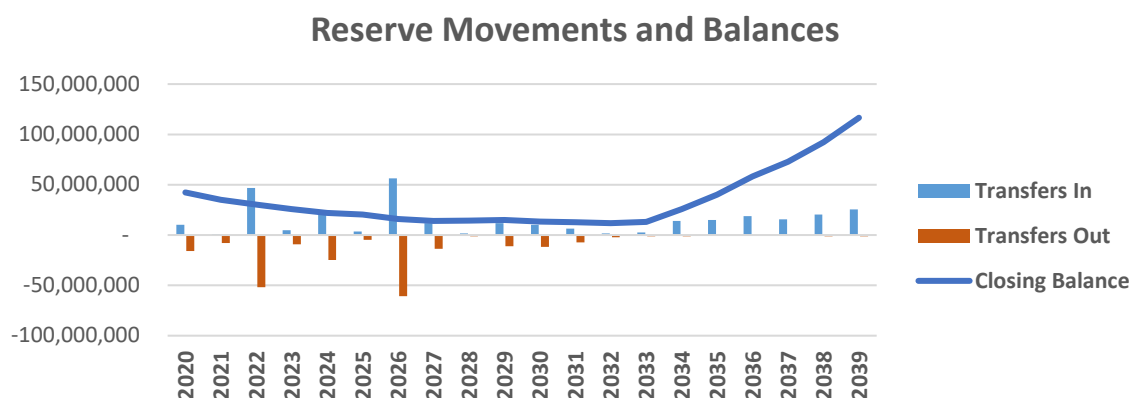
Detailed analysis has been undertaken, year by year, project by project, to evaluate the appropriate method of funding whilst aiming to maintain a conservative rates increase of 3.5% and achieving a balanced budget surplus each year. The below chart summarises the percentage mix of funding for the \$458million of capital expenditure over the 20 years.



Reserves Movements

Appendix Eight provides details of the reserve movements within the *Plan*. The below chart summarises the overall movements in reserves over the 20 years. This shows that:

- The Reserve funds are gradually depleted over the first 13 years of the *Plan* to fund capital projects including developer contribution funded projects.
- The reserve balance is as low as \$11.8million by June 2032, with only \$1million in asset replacement and renewal reserves.
- The reserve balance increases steadily from 2033/34, due to available operating surpluses in the later years.



Loans

There are \$18.6million of borrowings projected within the *Plan*, spread across multiple years and repaid over the following 10 years, with the exception of the City Centre Redevelopment loan which is interest only. The new borrowings of \$18.6million are detailed in Appendix Seven.

The maximum balance owing is estimated to be \$23.5million at the commencement of the *Plan*. This reduces gradually to June 2023 where new borrowings begin to be utilised. All loans with the exception of the City Centre Redevelopment loan (\$2.5m) are projected to be repaid in full by June 2037.

Loans are deemed necessary, where there are insufficient operating surpluses available to meet all capital requirements. Utilising loan funds allows the funding of capital costs to be spread over time and provides for greater intergenerational equity in the distribution of the funding burden; however, this does result in interest costs being payable to the financier.

Risk Assessment

Overall Comment

The 20 Year Long Term Financial Plan is a planning tool and is based on many assumptions. It also includes projects and proposals that in some cases:

- Have been approved by Council and are in progress;
- Have been considered by Council but are yet to receive final approval;
- Have only been considered by Elected Members at a strategy level;
- Have only been considered by Officers;
- Are operational in nature and based on the continued provision of services and maintenance of City assets and infrastructure in accordance with management and other Plans.

Any of the assumptions for any of the projects or proposals not already approved by Council could be inaccurate in timing and financial estimates. They have, however, been included based on the best available information and knowledge at the time the *Plan* is prepared. Adoption of the 20 Year Long Term Financial Plan by Council does not constitute a commitment or agreement to any of the projects or proposals that have not already been approved.

Periodic review and update of the *Plan* will ensure that it remains a relevant and useful document to manage the City's financial sustainability into the future.

Projects Not Included in the *Plan*

There are a number of projects which have been subject to some discussion, but not included in the *Plan* as sufficient due diligence has not yet been able to be carried out. This could be due to a requirement for a Council decision, further internal analysis or unresolved external factors such as State Government participation or a combination of these.

Projects considered but not included due to further investigation and due diligence required are:

1. Wells Beach Foreshore Upgrade
2. City Operations Centre Upgrade

Future Improvements in the Updates to the *Plan*

The *Plan* has been developed with the best available data at the time of preparation. During the development of the *Plan*, several improvements have been identified which were not able to be incorporated in this version of the *Plan*, but will be improved in future iterations. In essence the *Plan* is a living document and a continuous improvement process. The following improvements have been identified:

Issue	Details
Updated asset management plans	The <i>Plan</i> relies on many data sources and heavily on the information held within the City's Asset Management Plans. The Asset Management Plans for each asset class are in the process of being updated to provide the City with a clearer long-term strategy which includes the estimated replacement requirements and any potential asset management gaps. Draft Asset Management Plans were used to inform the <i>Plan</i> where information was available.
Whole of Life costs	It is important that the future operating expenses and operating income are estimated for capital expenditure, as often the one-off costs are minor in comparison to the resources required to operate and maintain the new or upgraded assets. Net operating costs for new community facilities have been incorporated into the <i>Plan</i> where the information is available and able to be reliably estimated, however there is further improvement required in this area.
Further analysis on drivers to income and expenditure items	To better analyse the impact of changes to cost drivers and assumptions utilised within the <i>Plan</i> , further research and analysis of drivers of core operating income and expenditure is required.

Scenario Modelling

The review of the *Plan* involves considering many scenarios and options, for example the scheduling of projects and assumptions regarding increases to costs.

Projections rely heavily on assumptions. Variations to the projections carry a high risk to the reliability of the *Plan* and the financial sustainability of the City. The table below provides some sensitivity analysis of having lower rates increases in the *Plan* than currently assumed for the years 2020 to 2023. The top row summarises the assumptions that are currently in the *Plan*, with increases of 3.5% to the base rates for the life of the *Plan*.

The first alternative scenario is having rates increases of 1% less than the current assumptions. The table indicates the cash impacts after one year, after four years and the full impact on the 20 years of the *Plan*. Meanwhile the second scenario considers the rates increases being 2% less than the current estimates.

Impacts to funding the provision of services and infrastructure projects and maintenance, will also have other consequences in relation to the following:

- Higher borrowings may be required
- Projects may need to be delayed or removed
- Operating surpluses may be insufficient to afford renewal of assets at their end of life

Scenarios	Rates Increase %				Impact on Cash \$m		
	2020	2021	2022	2023	1 Year Impact (2020)	4 Year Impact (2023)	20 Year Impact (2039)
Proposed Plan	3.5%	3.5%	3.5%	3.5%			
1% less of an increase	2.5%	2.5%	2.5%	2.5%	\$0.4m	\$4.48m	\$163.9m
2% less of an increase	1.5%	1.5%	1.5%	1.5%	\$0.8m	\$8.88m	\$307.6m

Appendices

Appendix One – Statement of Financial Activity / Rate Setting Statement by Nature or Type

Appendix Two – Key Ratios and Indicators

Appendix Three – New Operating Expenses

Appendix Four – New Workforce Plan Expenses

Appendix Five – Detailed Capital Expenditure

Appendix Six – Summary Capital Expenditure Funding

Appendix Seven – Information on Borrowings

Appendix Eight – Information on Reserves

Appendix Nine – Assumptions

Appendix 1
Statement of Financial Activity / Rate Setting Statement
(By Nature or Type)
Note figures are 000's

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Funding Surplus (Deficit)	500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue from operating activities																				
Rates	41,115	43,649	46,309	49,196	52,227	55,397	58,725	62,225	65,897	69,735	73,761	77,925	82,291	86,758	91,436	96,125	101,031	104,567	108,227	112,015
Operating Grants, Subsidies and Contributions	7,594	7,735	7,913	8,111	8,354	8,647	8,949	9,263	9,587	9,922	10,270	10,629	11,001	11,386	11,785	12,197	12,624	13,066	13,523	13,996
Fees and Charges	11,945	12,183	12,488	12,800	13,184	13,646	14,123	14,618	15,129	15,659	16,207	16,774	17,361	17,969	18,598	19,249	19,922	20,620	21,341	22,088
Service Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Earnings	2,110	2,162	2,221	2,288	2,363	2,446	2,538	2,641	2,487	2,594	2,706	2,822	2,944	3,070	3,202	3,340	3,484	3,633	3,790	3,953
Other Revenue	626	623	678	793	878	936	1,125	1,171	975	1,065	1,403	1,508	1,311	1,337	1,176	1,286	1,243	1,835	1,542	1,269
Revenue from operating activities	63,389	66,352	69,610	73,188	77,007	81,072	85,461	89,917	94,076	98,976	104,346	109,659	114,908	120,520	126,196	132,197	138,304	143,721	148,423	153,321
Expenditure from operating activities																				
Employee Costs	(29,512)	(29,963)	(30,636)	(31,328)	(32,162)	(33,152)	(34,179)	(35,132)	(36,118)	(37,139)	(38,196)	(39,290)	(40,422)	(41,594)	(42,807)	(44,062)	(45,361)	(46,705)	(48,097)	(49,537)
Materials and Contracts	(25,572)	(26,039)	(26,668)	(27,309)	(28,102)	(29,053)	(30,058)	(31,075)	(32,128)	(33,218)	(34,345)	(35,513)	(36,721)	(37,971)	(39,265)	(40,604)	(41,990)	(43,425)	(44,910)	(46,447)
Utility Charges	(2,439)	(2,522)	(2,585)	(2,650)	(2,729)	(2,825)	(2,924)	(3,026)	(3,132)	(3,242)	(3,355)	(3,473)	(3,594)	(3,720)	(3,850)	(3,985)	(4,124)	(4,269)	(4,418)	(4,573)
Depreciation on Non-Current Assets	(13,877)	(14,155)	(14,509)	(14,872)	(15,318)	(15,854)	(16,409)	(16,983)	(17,577)	(18,193)	(18,829)	(19,488)	(20,171)	(20,877)	(21,607)	(22,363)	(23,146)	(23,956)	(24,795)	(25,663)
Interest Expenses	(1,138)	(1,041)	(973)	(848)	(945)	(959)	(906)	(952)	(969)	(805)	(651)	(548)	(460)	(371)	(286)	(222)	(173)	(136)	(120)	(120)
Insurance Expenses	(565)	(576)	(588)	(599)	(614)	(632)	(649)	(667)	(686)	(705)	(726)	(746)	(768)	(790)	(813)	(837)	(862)	(887)	(914)	(941)
Other Expenditure	(124)	(127)	(130)	(133)	(137)	(142)	(147)	(152)	(158)	(163)	(169)	(175)	(181)	(187)	(194)	(201)	(208)	(215)	(222)	(230)
Expenditure from operating activities	(73,229)	(74,423)	(76,089)	(77,740)	(80,008)	(82,616)	(85,272)	(87,988)	(90,769)	(93,465)	(96,272)	(99,233)	(102,316)	(105,510)	(108,822)	(112,274)	(115,864)	(119,594)	(123,476)	(127,511)
Operating activities excluded from budget																				
Add back Depreciation	13,877	14,155	14,509	14,872	15,318	15,854	16,409	16,983	17,577	18,193	18,829	19,488	20,171	20,877	21,607	22,363	23,146	23,956	24,795	25,663
Amount attributable to operating activities	4,538	6,084	8,030	10,320	12,317	14,310	16,598	18,912	20,884	23,703	26,903	29,914	32,763	35,886	38,962	42,286	45,586	48,083	49,742	51,472
New Operating Proposals																				
New Employment Expenses	(386)	(815)	(1,214)	(1,246)	(2,116)	(2,852)	(2,877)	(3,906)	(5,122)	(5,298)	(5,480)	(6,406)	(7,254)	(7,504)	(7,764)	(8,032)	(8,309)	(8,597)	(8,894)	(9,202)
New Service/Changes to Services Proposals	(1,152)	(1,574)	(1,782)	(2,435)	(2,951)	(3,688)	(4,202)	(4,720)	(5,580)	(5,861)	(6,164)	(6,834)	(7,610)	(7,852)	(8,044)	(8,690)	(8,707)	(8,946)	(9,690)	(9,541)
New Operating Proposals	(1,539)	(2,388)	(2,995)	(3,681)	(5,067)	(6,540)	(7,079)	(8,626)	(10,702)	(11,159)	(11,644)	(13,240)	(14,864)	(15,356)	(15,808)	(16,722)	(17,016)	(17,542)	(18,584)	(18,742)
Amount available for capital and other commitments	2,999	3,696	5,035	6,638	7,249	7,770	9,519	10,287	10,182	12,544	15,259	16,674	17,898	20,530	23,174	25,564	28,570	30,541	31,158	32,730
Investing activities																				
Grants, Subsidies and Contributions	4,212	1,576	47,353	15,198	21,891	7,070	56,728	12,235	2,126	11,063	10,649	6,231	1,897	1,958	2,021	2,087	2,155	2,225	2,298	2,373
Proceeds from Disposal of Assets	525	621	561	604	706	729	770	747	786	669	826	754	819	988	993	1,049	1,018	1,071	938	1,126
Land and Buildings	(1,771)	(5,388)	(4,284)	(7,926)	(10,153)	(2,925)	(14,904)	(14,486)	(1,363)	(7,168)	(13,678)	(8,130)	(1,962)	(2,056)	(2,246)	(2,624)	(2,411)	(2,232)	(2,038)	(1,761)
Plant, Furniture and Equipment	(1,881)	(1,432)	(1,258)	(1,478)	(1,614)	(1,618)	(1,788)	(1,814)	(1,874)	(1,389)	(1,788)	(2,140)	(1,857)	(2,338)	(2,173)	(2,347)	(2,412)	(2,414)	(2,147)	(2,399)
Infrastructure Assets - Roads	(3,249)	(2,085)	(9,447)	(17,526)	(14,308)	(8,603)	(9,372)	(4,064)	(4,206)	(8,793)	(4,506)	(4,664)	(4,827)	(4,996)	(5,171)	(5,352)	(5,539)	(5,733)	(4,542)	(4,678)
Infrastructure Assets - Parks and Reserves	(1,575)	(598)	(39,746)	(1,790)	(5,727)	(2,073)	(41,770)	(3,845)	(1,112)	(2,032)	(5,131)	(6,848)	(9,844)	(9,743)	(1,118)	(1,915)	(1,012)	(7,076)	(4,791)	(1,381)
Infrastructure Assets - Footpaths	(204)	(186)	(191)	(196)	(202)	(209)	(216)	(224)	(231)	(240)	(248)	(257)	(266)	(275)	(284)	(294)	(305)	(315)	(326)	(338)
Infrastructure Assets - Drainage	(2,584)	(922)	(285)	(551)	(1,496)	(290)	(3,665)	(311)	(321)	(333)	(344)	(356)	(369)	(382)	(395)	(409)	(423)	(438)	(453)	(469)
Infrastructure Assets - Street Lighting	(251)	(28)	(135)	(139)	(366)	(148)	(153)	(158)	(164)	(170)	(176)	(182)	(188)	(195)	(201)	(209)	(216)	(223)	(231)	(239)
Infrastructure Assets - Bus Shelters	(48)	(49)	(51)	(52)	(54)	(56)	(59)	(61)	(64)	(67)	(70)	(73)	(76)	(79)	(82)	(86)	(90)	(94)	(98)	(102)
Infrastructure Assets - Car Parks	(41)	(311)	(121)	0	(224)	0	(240)	0	(257)	0	(275)	0	(295)	(305)	(316)	(327)	(339)	(350)	(363)	(375)
Amount attributable to investing activities	(6,865)	(8,803)	(7,675)	(13,856)	(11,548)	(8,123)	(14,669)	(11,981)	(6,681)	(8,439)	(14,740)	(15,664)	(16,968)	(17,464)	(9,018)	(10,477)	(9,627)	(15,636)	(11,810)	(8,301)
Financing Activities																				
Proceeds from New Debentures	0	0	2,500	4,918	3,218	1,863	3,208	2,914	0	0	0	0	0	0	0	0	0	0	0	0
Self-Supporting Loan Principal	17	17	18	18	19	20	20	21	22	22	23	24	25	25	25	25	25	25	25	25
Transfer from Reserves	15,827	8,076	51,700	9,186	24,873	4,859	60,817	13,513	1,340	11,165	11,821	7,240	2,271	1,217	1,263	985	686	1,066	1,110	1,157
Repayment of Debentures	(1,642)	(2,087)	(4,689)	(2,237)	(2,621)	(3,002)	(2,660)	(3,025)	(3,384)	(3,144)	(2,240)	(1,813)	(1,758)	(1,821)	(1,290)	(946)	(754)	(370)	0	0
Transfer to Reserves	(10,336)	(899)	(46,888)	(4,668)	(21,191)	(3,387)	(56,236)	(11,729)	(1,479)	(31,949)	(10,124)	(6,460)	(1,489)	(2,463)	(14,129)	(15,126)	(18,875)	(15,601)	(20,458)	(25,585)
Amount attributable to financing activities	3,866	5,107	2,640	7,218	4,299	353	5,150	1,694	(3,501)	(4,106)	(519)	(1,010)	(931)	(3,067)	(14,156)	(15,088)	(18,943)	(14,905)	(19,348)	(24,428)
Closing Funding Surplus (Deficit)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 2
Key Ratios and Indicators

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Operating Surplus Ratio <i>Target: > 2% with aim to achieve > 15%</i>	● -18%	● -16%	● -14%	● -11%	● -10%	● -10%	● -8%	● -7%	● -8%	● -6%	● -3%	● -3%	● -2%	● 0%	● 1%	● 2%	● 4%	● 5%	● 4%	● 5%
Asset Sustainability Ratio <i>Target: 90% - 110%</i>	● 33%	● 33%	● 28%	● 29%	● 33%	● 34%	● 47%	● 48%	● 33%	● 33%	● 53%	● 57%	● 47%	● 48%	● 37%	● 42%	● 36%	● 60%	● 47%	● 33%
Adjusted Asset Sustainability Ratio* <i>Target: 90% - 110%</i>	● 33%	● 33%	● 28%	● 29%	● 33%	● 34%	● 47%	● 48%	● 33%	● 33%	● 53%	● 57%	● 47%	● 48%	● 89%	● 104%	● 113%	● 120%	● 125%	● 127%
Debt Service Coverage Ratio <i>Target: > 3.00 with aim to achieve > 5.00</i>	● 1.31	● 1.51	● 1.06	● 2.43	● 2.30	● 2.20	● 2.92	● 2.83	● 2.56	● 3.22	● 5.50	● 7.29	● 8.28	● 9.53	● 14.89	● 22.07	● 31.02	● 60.61	● 261.19	● 274.32
Rates Percentage Increase <i>Target: < 5%</i>	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%	● 3.50%
Balanced Cash Budget <i>Target: Balanced Budget = 0</i>	● (0)	● 0	● 0	● (0)	● (0)	● 0	● (0)	● (0)	● 0	● 0	● 0	● 0	● (0)	● (0)	● (0)	● (0)	● 0	● (0)	● (0)	● (0)

*Adjusted Asset Sustainability Ratio has been adjusted to include the funds transferred to asset renewal and replacement reserves from 2034, as these funds would be available to expend on renewal should it be required.

Appendix 3
New Operating Expenses
Note: Figures are 000's

New Operating Item		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
City Engagement		65	159	141	228	680	1,258	1,272	1,914	2,515	2,697	2,833	3,482	3,952	4,151	4,234	4,447	4,555	4,764	4,858	5,103
CDO Arts & Culture	ANZAC Day - RSL Support to host event	10	10	11	11	11	12	12	12	13	13	14	14	15	15	16	16	17	17	18	19
CDO Arts & Culture	Increase to Big Concert sponsorship income	-20	-21	-21	-22	-22	-23	-24	-25	-26	-27	-28	-29	-30	-31	-32	-33	-34	-35	-36	-38
CDO Arts & Culture	Increase to Big Concert expenditure offset by increase to funding	20	21	21	22	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	38
Increase is for community art in each of the three place management areas @ \$3k each to meet objectives as outlined in the Community Engagement Service Review Business Case and Draft Place Management Approach document																					
CDO Arts & Culture	Local Community Insurance Scheme	4	4	4	4	4	5	5	5	5	5	6	6	6	6	6	7	7	7	7	8
Community Safety	Public Area Lighting Plan	0	52	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional Data for Community Wellbeing & Library Customer Survey																					
Community Services Admin	Survey	0	36	0	38	0	41	0	43	0	47	0	50	0	53	0	57	0	61	0	66
DCA 10,11,12,13 - District B Community Centre	New Facility - Net Cost	0	0	0	0	0	0	0	0	0	0	0	218	452	468	484	501	519	537	556	575
DCA 10,11,12,13 - District B Youth Centre	New Facility - Net Cost	0	0	0	0	0	0	0	0	0	0	0	175	362	375	388	401	415	430	445	461
DCA 8.9 - District A Youth Centre	New Facility - Net Cost	0	0	0	0	0	0	0	152	315	326	338	350	362	375	388	401	415	430	445	461
DCA 8.9,10,11,12,13 - Branch Library (serves Districts A & B)	New Facility - Net Cost	0	0	0	0	256	529	548	567	587	607	628	650	673	697	721	746	773	800	828	857
DCA 8.9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	New Facility - Net Cost	0	0	0	0	0	0	0	278	576	596	617	639	661	684	708	733	759	785	813	841
DCA 9 - Local Sporting Ground with Facility Building (Treeby Rd)	New Facility - Net Cost	0	0	0	0	0	0	9	19	19	20	21	21	22	23	24	25	25	26	27	28
Library	Increase in this area required due to Interlibrary loan changes																				
	Increasing demand for local stock purchasing.	5	5	5	5	6	6	6	6	6	7	7	7	7	8	8	8	8	8	9	9
Recreatic - Aquatics	Required servicing of Heat Exchange, Hoist, Solar Pool Heating	6	6	6	6	7	7	7	7	7	8	8	8	8	9	9	9	9	10	10	11
Youth Centre	Youth Well Being Survey income	0	-5	0	-5	0	-6	0	-6	0	-7	0	-7	0	-8	0	-8	0	-9	0	-9
Youth Centre	Youth Well Being Survey expenditure	0	10	0	11	0	12	0	12	0	13	0	14	0	15	0	16	0	18	0	19
Youth Centre	Crime Prevention Funding - Youth Diversionary Program income	-20	-21	-21	-22	-22	-23	-24	-25	-26	-27	-28	-29	-30	-31	-32	-33	-34	-35	-36	-38
Youth Centre	Crime Prevention Funding - Youth Diversionary Program expenditure	20	21	21	22	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	38
DCA 10 - Local Community Centre Casuarina/Anketell	New Facility - Net Cost	0	0	0	0	63	131	135	140	145	150	155	161	166	172	178	184	191	197	204	212
DCA 10 - Local Sporting Ground with Facility Building - Casuarina/Anketell	New Facility - Net Cost	0	0	0	0	0	0	0	9	19	20	21	21	22	23	24	25	25	26	27	28
DCA 10 - Local Sporting Ground with Clubroom - Casuarina/Anketell	New Facility - Net Cost	0	0	0	0	0	0	0	0	0	0	42	86	89	93	96	99	103	106	110	114
DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West	New Facility - Net Cost	0	0	40	82	84	87	90	93	96	100	103	107	111	115	119	123	127	131	136	141
DCA 14 - Local Sporting Ground with Facility Building - Wellard Village Primary School	New Facility - Net Cost	0	0	0	0	0	0	9	19	19	20	21	21	22	23	24	25	25	26	27	28
DCA 8 - Local Community Centre - Mandogalup	New Facility - Net Cost	0	0	0	0	0	0	0	70	145	150	155	161	166	172	178	184	191	197	204	212
DCA 8 - Local Sporting Ground with Facility Building - Mandogalup	New Facility - Net Cost	0	0	0	0	0	0	0	9	19	20	21	21	22	23	24	25	25	26	27	28
DCA 8.9,10,11,12,13 - Hard Court Clubrooms (District A & B)	New Facility - Net Cost	0	0	0	0	0	0	0	0	0	0	55	113	117	122	126	130	135	139	144	149
DCA 9 - Local Community Centre (large Scale) - Wandl	New Facility - Net Cost	0	0	0	0	172	355	368	381	394	408	422	437	452	468	484	501	519	537	556	575
DCA 9 - Local Sporting Ground with Facility Building (Wandl Highschool Site)	New Facility - Net Cost	0	0	0	0	0	0	0	9	19	20	21	21	22	23	24	25	25	26	27	28
DCA 9 - Local Sports Ground Clubroom - Honeywood	New Facility - Net Cost	0	31	65	66	68	70	73	75	78	81	83	86	89	93	96	99	103	106	110	114
District C Sporting Ground Medina Oval Redevelopment (Not DCA funded)	New Facility - Net Cost	0	0	0	0	0	0	0	0	39	81	83	86	89	93	96	99	103	106	110	114
Library & Community Centres	Development of Digital Strategy	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 3

New Operating Expenses

Note: Figures are 000's

New Operating Item	Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
City Infrastructure		788	1,238	1,486	1,957	2,103	2,198	2,534	2,682	2,872	2,858	2,987	3,138	3,245	3,548	3,574	3,703	3,833	4,007	4,324	4,250
Asset Management	Asset Management Consultants	122	21	62	147	39	17	54	47	135	20	21	64	55	160	24	25	25	66	245	28
Asset Management	Fiona Harris Pavilion - hardware to bring over to Security Commander system	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	Koordiny CCAC - hardware to bring over to Security Commander system	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	Medina Hall - hardware to bring over to Security Commander system	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	Relocation of security systems to City Assist - software	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	Thomas Kelly Pavilion - hardware to bring over to Security Commander system	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	Wellard Pavilion - hardware to bring over to Security Commander system	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	Wheatfield Cottage - hardware to bring over to Security Commander system	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	Requatic Plant & Equipment Replacement Strategy	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depot Operating Overheads	Review and Update of Groundwater Strategy	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Maintenance	Additional contributed/converted infrastructure assets maintenance expenses per Depot LTFF	21	71	106	129	173	192	203	232	249	257	266	280	298	308	319	335	347	359	371	384
Infrastructure Management Overheads	Surveying - current budget only include surveying for Design team - require surveying funding for traffic related projects	5	5	5	5	6	6	6	6	6	7	7	7	7	8	8	8	8	9	9	9
Infrastructure Management Overheads	Traffic Consultancy	20	21	21	22	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	38
Infrastructure Management Overheads	Engineering Equipment Battery replacements (traffic counters)	0	0	0	0	4	0	6	4	4	9	0	0	0	0	0	0	0	0	0	0
Parks & Reserve Maintenance	Additional contributed/converted parks and reserves assets maintenance expenses per Depot LTFF	592	1,111	1,292	1,654	1,859	1,960	2,241	2,369	2,452	2,538	2,665	2,759	2,855	3,041	3,191	3,303	3,419	3,538	3,662	3,791
City Legal	Review of Essential Services information pamphlets in the areas of Parking, Animal Owner Responsibility, Emergency Management related matters	15	21	27	33	34	35	36	37	39	40	41	43	44	46	47	49	51	53	54	56
Law, Order & Public Safety	Additional CCTV Maintenance costs	5	5	5	5	6	6	6	6	6	7	7	7	7	8	8	8	8	9	9	9
Law, Order & Public Safety	City Regulation	10	16	21	27	28	29	30	31	32	33	34	36	37	38	40	41	42	44	45	47
City Regulation	Waste Management Strategy	51	104	0	0	0	116	60	0	0	0	138	71	0	0	0	164	85	0	0	0
Mainstream Waste	Additional consultants for Strategic Planning Projects/Scheme Reviews	0	52	0	0	0	0	60	0	0	0	0	71	0	0	0	0	85	0	0	0
Strategic Planning	Knowledge Base Ongoing Maintenance, subscription and training costs	51	52	0	0	0	116	0	0	0	0	138	0	0	0	0	164	0	0	0	0
City Strategy	Election Year Expenses	233	52	128	218	134	81	300	87	154	266	165	100	369	107	190	327	203	123	453	131
Customer Services	GRV Valuation Year	0	0	21	22	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	38
Customer Services	Community Perceptions survey to occur every two years.	102	0	106	0	112	0	120	0	129	0	138	0	148	0	158	0	169	0	181	0
Financial Services - Rates		132	0	0	141	0	0	156	0	0	173	0	0	192	0	0	213	0	0	236	0
Financial Services - Rates		0	52	0	54	0	58	0	62	0	67	0	71	0	76	0	82	0	88	0	94
Marketing & Communications		1,152	1,574	1,782	2,435	2,951	3,688	4,202	4,720	5,580	5,861	6,164	6,834	7,610	7,810	8,044	8,690	8,707	8,946	9,690	9,541

Appendix 4
New Workforce Plan Expenses
Note: Figures are 000's

Position	FTE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
City Engagement	46.39	146	240	321	329	883	1,477	1,529	2,382	3,293	3,409	3,528	4,171	4,856	5,026	5,202	5,384	5,572	5,767	5,969	6,178
City Engagement - Admin	2.19	146	149	152	156	161	166	172	178	184	191	198	205	212	219	227	235	243	251	260	269
City Engagement Review Additional FTE Salaries and Wages	2.19	146	149	152	156	161	166	172	178	184	191	198	205	212	219	227	235	243	251	260	269
Community Engagement	0.20	18	18	19	19	20	20	20	21	22	23	23	24	25	26	27	28	29	30	31	32
Community Safety Officer	0.20	18	18	19	19	20	20	20	21	22	23	23	24	25	26	27	28	29	30	31	32
Community Services - Community Centres	11.00	74	151	155	318	494	511	618	731	756	783	960	1,148	1,188	1,230	1,273	1,318	1,364	1,411	1,461	1,481
DCA 10 - Local Community Centre Staff	1.00				38	79	82	89	92	95	99	102	106	109	113	117	121	125	130	134	138
DCA 10 - Local Community Centre Staff	1.00				38	79	82	89	92	95	99	102	106	109	113	117	121	125	130	134	138
DCA 8 - Local Community Centre Staff	1.00				41	86	89	92	95	99	102	106	109	113	117	121	125	130	134	138	139
DCA 8 - Local Community Centre Staff	1.00				41	86	89	92	95	99	102	106	109	113	117	121	125	130	134	138	139
DCA 9 - Local Community Centre (large Scale)	1.00				38	79	82	89	92	95	99	102	106	109	113	117	121	125	130	134	138
DCA 9 - Local Community Centre (large Scale)	1.00				41	86	89	92	95	99	102	106	109	113	117	121	125	130	134	138	139
District B Community Centre Staff	2.00												97	201	208	215	222	230	238	247	255
District B Community Centre Staff	1.00												53	109	113	117	121	125	130	134	139
Local Community Centre/Clubroom District B (Wellard West)	1.00		35	72	74	76	79	82	84	87	90	94	97	100	104	107	111	115	119	123	128
Local Community Centre/Clubroom District B (Wellard West)	1.00		38	79	81	83	86	89	92	95	99	102	106	109	113	117	121	125	130	134	139
Community Services - Dry Recreation Centre	9.00								385	798	826	855	885	916	948	981	1,015	1,051	1,087	1,125	1,165
District A & B Dry Recreation Centre	5.00								193	400	414	429	444	459	475	492	509	527	545	565	584
District A & B Dry Recreation Centre	3.00								138	286	296	306	317	328	339	351	363	376	389	403	417
District A & B Dry Recreation Centre	1.00								54	112	116	120	124	128	133	138	142	147	153	158	163
Community Services - Library	10.00					385	797	824	853	883	914	946	979	1,013	1,049	1,086	1,124	1,163	1,204	1,246	1,289
District A & B Branch Library	5.00					174	361	374	387	400	414	429	444	459	475	492	509	527	545	565	584
District A & B Branch Library	4.00					166	344	356	368	381	394	408	422	437	452	468	485	502	519	537	556
District A & B Branch Library	1.00					44	92	95	99	102	106	109	113	117	121	125	130	134	139	144	149
Community Services - Youth Development	14.00								326	675	699	724	1,119	1,542	1,596	1,652	1,709	1,769	1,831	1,895	1,961
District A - Youth Centre	1.00								42	87	90	94	97	100	104	107	111	115	119	123	128
District A - Youth Centre	5.00								230	476	493	510	528	546	565	585	606	627	649	672	695
District A - Youth Centre	1.00								54	112	116	120	124	128	133	138	142	147	153	158	163
District B Youth Centre	1.00												44	92	95	98	102	105	109	113	117
District B Youth Centre	5.00												264	546	565	585	606	627	649	672	695
District B Youth Centre	1.00												62	128	133	138	142	147	153	158	163
City Infrastructure	4.00				84	86	178	184	191	197	306	317	328	453	469	485	502	519	538	556	576
Engineering Services	4.00				84	86	178	184	191	197	306	317	328	453	469	485	502	519	538	556	576
Engineering Technical Officer - Design	1.00										102	106	109	113	117	121	125	130	134	139	144
Engineering Technical Officer - Design/Projects	1.00												113	117	121	125	130	134	139	144	149
Engineering Technical Officer - Projects	1.00												113	117	121	125	130	134	139	144	149
Engineering Technical Officer - Traffic	1.00												84	86	89	92	95	99	102	106	110

Appendix 4
New Workforce Plan Expenses
Note: Figures are 000's

Position	FTE	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
City Legal	3.97	71	149	231	237	327	339	351	363	376	389	402	416	431	446	462	478	495	512	530	548
Essential Services	3.97	71	149	231	237	327	339	351	363	376	389	402	416	431	446	462	478	495	512	530	548
Compliance Officer	2.00																				
CCTV Maintenance and Enquiry Officer	1.00																				
Casual City Assist Officers (3 Officers Casual Hours - 1,921 hours)	0.97	71	72	74	76	78	81	84	87	90	93	96	100	103	107	111	114	119	123	127	131
City Regulation	2.60	0	53	145	148	153	158	162	166	170	173	177	181	185	189	193	197	201	205	209	213
Environment	1.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Field Officer	1.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Health	1.60	53	145	148	153	158	162	166	170	173	177	181	185	189	193	197	201	205	209	213	217
Environmental Health Officer	1.00																				
Environmental Health Officer - CLAG	0.60	53	145	148	153	158	162	166	170	173	177	181	185	189	193	197	201	205	209	213	217
City Strategy	2.50	35	182	187	191	197	204	211	219	226	234	242	251	260	269	278	288	298	308	319	330
City Strategy Team	-																				
Corporate Business System Implementation Team - Officer - 24 Months included in capital expenditure budget	-																				
Corporate Business System Implementation Team - Project Manager - 24 Months - included in capital expenditure budget	-																				
Finance	1.50	35	106	108	111	114	118	122	127	131	136	140	145	150	156	161	167	173	179	185	191
Finance Officer - Rates	1.50	35	106	108	111	114	118	122	127	131	136	140	145	150	156	161	167	173	179	185	191
Marketing & Communications	1.00	77	79	81	83	86	89	92	95	98	101	104	107	110	113	117	121	125	130	134	139
Digital Communications Officer	1.00	77	79	81	83	86	89	92	95	98	101	104	107	110	113	117	121	125	130	134	139
Project Officer - Digital Communications Officer - 1 year contract included in capital expenditure	-																				
Grand Total	59.46	251	624	968	993	1,738	2,362	2,383	3,267	4,311	4,462	4,618	5,413	6,141	6,356	6,578	6,808	7,047	7,293	7,549	7,813
Additional Employment Expenses																					
Superannuation		30	78	126	134	243	343	346	474	625	647	670	785	890	922	954	987	1,022	1,058	1,095	1,133
Workers Compensation		5	12	19	20	35	47	48	65	86	89	92	108	123	127	132	136	141	146	151	156
Contingency for Step Increases/Reviews all staff		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Total Additional Workforce Plan Costs		386	815	1,214	1,246	2,116	2,852	2,877	3,906	5,122	5,298	5,480	6,406	7,254	7,504	7,764	8,032	8,309	8,597	8,894	9,202

Project	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	Grand Total
Buildings	1,771	5,388	4,284	7,926	8,224	2,925	14,904	14,486	1,363	7,168	13,678	8,130	1,962	2,056	2,246	2,624	2,411	2,232	2,038	1,761	107,578
DESCRIPTION OF WORKS																					
Arts & Cultural Centre Upgrade - Stage 1 of 3				102																	102
Arts & Cultural Centre Upgrade - Stage 2 of 2																					
Arts & Cultural Centre Upgrade - Stage 2 of 3	90																				90
Arts & Cultural Centre Upgrade - Stage 3 of 3				984	1,008																984
Building Contingency																					1,008
Building Renewals - Banksia Park (Village)	102	104	106	109	112	116	120	124	129	133	138	143	148	153	158	164	169	175	181	188	2,769
Building Renewals - Callistemon Court (Village)	57	57	58	59	61	62	64	66	69	71	74	76	79	82	85	88	91	94	97	101	1,491
Building Renewals - Per Building Asset Management Plan	111	115	121	126	134	143	153	164	175	188	201	216	231	248	265	284	304	326	350	374	4,229
Building Upgrades - Callistemon Court (Village)	254	259	265	272	280	290	300	311	321	333	344	356	1,394	1,459	1,620	1,966	1,719	1,505	1,274	957	15,479
Building Upgrades - Calista Oval Tennis Clubrooms	15	140																			155
Building Upgrades - Sloan Reserve Ablutions	51																				51
Building Upgrades - Wandl Resource Centre	6																				6
Building Upgrades & Renewal - Snirk Cottage				52	27																78
DCA 10 - Local Community Centre Casuarina/Anketell				159	1,546	1,593															3,298
DCA 10 - Local Sporting Ground with Clubroom - Casuarina/Anketell																					2,829
DCA 10 - Local Sporting Ground with Facility Building - Casuarina/Anketell																					
DCA 10.11.12.13 - District B Community Centre																					976
DCA 10.11.12.13 - District B Youth Centre																					6,685
DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West																					8,245
DCA 14 - Local Sporting Ground with Facility Building - Wellard Village																					5,644
Primary School		2,787	2,857																		943
DCA 8 - Local Community Centre - Mandogalup					45																3,646
DCA 8 - Local Sporting Ground with Facility Building - Mandogalup																					976
DCA 8.9 - District A Youth Centre																					7,185
DCA 8.9.10.11.12.13 - Branch Library (serves Districts A & B)			314	3,061	3,153																6,529
DCA 8.9.10.11.12.13 - Dry Recreation Centre (serves Districts A & B)																					14,584
DCA 8.9.10.11.12.13 - Hard Court Clubrooms (District A & B)																					9,206
DCA 9 - Local Community Centre (large scale) - Wandl																					3,540
DCA 9 - Local Sporting Ground with Facility Building (Treedy Rd)			170	1,660	1,710																943
DCA 9 - Local Sporting Ground with Facility Building (Wandl Highschool)					45																972
DCA 9 - Local Sports Ground Clubroom - Honeywood																					2,040
Family Daycare Building Replacement of Playroom, Kitchenette and Toy Library	1,010	1,030																			673
Family Daycare Playground Renewal																					146
Operations Centre Upgrade																					
Unallocated Projects																					0
Bus Shelters	76	78	80	82	84	87	90	93	96	100	103	107	111	115	119	123	127	131	136	141	2,077
Bus Shelters - New	48	49	51	52	54	56	59	61	64	67	70	73	76	120	128	136	144	149	154	160	1,770
Bus Shelters - Various Locations	11	12	13	14	15	16	17	18	19	20	22	23	25	26	28	29	30	31	32	34	410
Bus Shelters - Upgrade	37	37	38	39	40	42	43	45	46	48	50	51	53	55	57	59	61	63	65	67	740
Bus Shelters - Various Locations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Car Parks	41	311	212	0	224	0	240	0	257	0	275	0	295	305	316	327	339	350	363	375	4,231
Car Park - New																					311
Car Park - Wandl Community Centre Car park	41																				41
Car Park - Peace park (Pamella Ave) disabled car parking bays																					
Car Park - New																					
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Car Park - Wandl Community Centre Car park																					
Car Park - Peace park (Pamella Ave) disabled car parking bays																					

Project	DESCRIPTION OF WORKS																			Grand									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	14,777								
Drainage	2,684	922	265	551	1,496	290	3,665	311	321	333	344	356	369	382	395	409	423	438	453	469	14,777								
DCA 2 - Peel Sub N Drain - Lot 64 Woolcoot Rd & Lot 379 Milliar, 27 & 201 Mortimer Rds	1,945																				1,945								
DCA 2 - Peel Sub N2 Drain - Lot 378 & 90 Milliar Rd	334																				334								
DCA 2 - Peel Sub N2 Drain - Lot 64 Woolcoot Rd			280																		280								
DCA 3 - Peel Sub O Drain - Casuarina					1,216		1,034														1,034								
DCA 3 - Peel Sub P Drain - Anketeil Stn & Casuarina							1,199														1,216								
DCA 3 - Peel Sub P1 Drain - Casuarina							1,131														1,199								
DCA 3 - Peel Sub P1A Drain - Casuarina																					1,131								
Drainage - New	254	373																			626								
Drainage - Upgrade	51	0	265	272	280	290	300	311	321	333	344	356	369	382	395	409	423	438	453	469	6,411								
Drainage - Upgrade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	51								
Drainage Renewals per Asset Management Plan	549																				549								
Stormwater Management Infrastructure (DCA 1)																													
Footpaths	204	186	191	196	202	209	216	224	231	240	248	257	266	275	284	294	305	315	326	338	5,006								
Footpath - Upgrade	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	21								
Footpath Renewals As per Asset Management Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
Footpaths - New	183	186	191	196	202	209	216	224	231	240	248	257	266	275	284	294	305	315	326	338	4,985								
Furniture & Equipment	112	47	21	109	22	23	66	75	103	139	28	36	122	146	42	254	54	171	311	1,059									
Library - self check out station replacement																					171								
Library - self check out stations for Community Centres			33				30		39		28	36	46		42						134								
Library - self returns shelves	20	26																			48								
Public Art Acquisition	20	21	21	22	22	23															130								
Recqualic - Plant and Equipment replacement and installation								62													153								
Recqualic - Plant and Equipment replacement and installation	10							12													41								
Recqualic - Plant and Equipment replacement and installation							36														36								
Recqualic - Plant and Equipment replacement and installation	25			54					64				76								311								
Recqualic - Plant and Equipment replacement and installation																													
Removal of Large circulation desk and replacement with 4 smaller staff pods. And additional library furniture required as part of upgrade	36																												
Land					1,929																1,929								
DCA 2.3,4,5,6,7 - Branch Library Land					772																								

Appendix 5

Note: Figures are 000's

Project	DESCRIPTION OF WORKS																					Grand Total
Roads	3,249	2,085	9,447	17,526	14,308	8,603	9,372	4,054	4,206	8,793	4,506	4,564	4,827	4,996	5,171	5,352	5,539	5,733	4,542	4,678	131,658	
DCA 1 - Bertram Road Upgrade – Challenger Road to Wellard Road (Item K)																						
DCA 1 - Culvert and road crossing over the Peel Main Drain linking Lots 661 and 670 (Item M)					729																4,809	
DCA 1 - Wellard Road Upgrade – Bertram Road to Cavendish (Item J)																						
DCA 1 - Wellard Road Upgrade – Cavendish to Millar Road (Item J) - Remaining Costs				8,726																		
DCA 2 - Millar Road	289			4,989																	4,989	
DCA 2 - Sunitise Boulevard Internal Collector Road (a) - Lot 28							406														406	
DCA 2 - Sunitise Boulevard Internal Collector Road (b) - Lot 59	345																				345	
DCA 2 - Sunitise Boulevard Internal Collector Road (c) - Lot 440				260																	260	
DCA 2.3 - Mortimer Road							5,039														5,039	
DCA 3.4 - Thomas Road																					6,985	
DCA 4.5- Anketell Road																					7,506	
DCA 5 - Honeywood Avenue Internal Collector Road																					2,407	
DCA 5 - Lyon Road	729																					
DCA 6 - Hammond Road Extension																					2,253	
DCA 6 - Internal Collector Road																					2,186	
General Traffic Management	81	83	85	87	90	93	96	99	103	106	110	114	118	122	126	131	135	140	145	150	2,216	
Black Spot fully funded		40																			40	
Black Spot 2/3		321																			321	
Gilmore avenue and Dalrymple drive intersection																						
Road Reseal Renewals - MRRG	1,218	1,242	1,273	1,305	1,344	1,391	1,440	1,491	1,543	1,597	1,653	1,710	1,770	1,832	1,896	1,963	2,031	2,103	2,176	2,252	33,233	
Road Reseal Renewals - MRRG	391	399	409	419	431	446	462	478	495	512	530	549	568	588	608	630	652	675	698	723	10,662	
Road Reseal Renewals - RTR	195	0	695	1,739	1,800	1,863	1,928	1,996	2,066	2,138	2,213	2,290	2,371	2,454	2,539	2,628	2,720	2,815	1,523	1,553	37,527	
Roads - Upgrades																						
Street Lighting	251	28	135	139	366	148	153	158	164	170	176	182	188	195	201	209	216	223	231	239	3,773	
Remedial Works for Public Area Lighting Plan			106	109	112	116	120	124	129	133	138	143	148	153	158	164	169	175	181		2,377	
Street Lighting - New	223																				223	
Street Lighting - New		28	29	30	31	32	33	34	35	37	38	39	41	42	43	45	47	48	50	52	762	
Street Lighting - Upgrade			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Street Lighting Renewal per Asset Management Plan																						
Grand Total	11,602	11,000	55,590	29,658	34,145	15,922	72,167	24,963	9,594	20,190	26,215	22,650	19,683	20,409	12,033	13,613	12,801	18,932	15,047	11,801	456,013	

Appendix 6
Summary Capital Expenditure Funding

YEAR	FEDERAL / STATE GRANT	DCA RESERVE	OTHER RESERVE	PROCEEDS FROM SALE	LOAN FUNDS	MUNICIPAL FUNDS	TOTAL FUNDING
2019/20	1,202,775	4,924,979	4,120,334	525,263		828,623	11,601,973
2020/21	1,473,874	4,272,929	3,514,612	621,180		1,117,404	10,999,999
2021/22	1,282,635	49,317,576	2,090,327	561,366		2,337,763	55,589,666
2022/23	11,371,263	8,386,112	504,311	603,680	4,918,154	3,874,454	29,657,975
2023/24	1,566,374	23,819,589	753,894	705,816	3,218,232	4,080,708	34,144,613
2024/25	4,579,976	3,576,276	977,420	728,781	1,863,217	4,195,989	15,921,659
2025/26	1,422,166	59,939,403	628,348	769,890	3,208,214	6,198,929	72,166,949
2026/27	1,471,942	12,637,010	622,942	747,150	2,914,283	6,569,338	24,962,664
2027/28	1,523,460	518,563	565,380	785,899		6,200,343	9,593,645
2028/29	1,576,781	10,113,531	791,201	688,594		7,020,321	20,190,428
2029/30	1,631,968	10,937,329	619,210	826,313		12,200,357	26,215,178
2030/31	1,689,087	6,004,081	862,075	754,031		13,340,401	22,649,675
2031/32	1,748,205	1,434,289	1,998,655	818,779		13,683,541	19,683,469
2032/33	1,809,392	1,484,489	940,128	987,848		15,187,615	20,409,472
2033/34	1,872,721		982,100	993,253		8,184,868	12,032,942
2034/35	1,938,266		699,051	1,049,281		9,926,402	13,613,000
2035/36	2,006,105		395,335	1,018,289		9,380,817	12,800,545
2036/37	2,076,319		770,743	1,071,100		15,013,499	18,931,661
2037/38	2,148,990		809,647	938,483		11,149,430	15,046,550
2038/39	2,224,205		850,759	1,126,180		7,599,423	11,800,567
Grand Total	46,616,502	197,366,157	23,496,472	16,321,175	16,122,100	158,090,225	458,012,631

Appendix 7
Information on Borrowings

Particulars	2020				2021			
	Principal Outstanding at Beginning of Year	Principal		Principal Outstanding at End of Year	Interest Repayments	Principal		Principal Outstanding at End of Year
		New Loans	Repayments			New Loans	Repayments	
	\$	\$	\$	\$	\$	\$	\$	\$
Governance								
Loan 99 - Administration Office Renovations	671,800	0	95,471	576,329	45,130	0	101,531	474,797
Loan 107 - Administration / Chambers Building Refurbishment	2,268,000	0	190,524	2,077,476	83,947	0	197,794	1,879,682
Education & Welfare								
Loan 96 - Youth Specific Space	122,474	0	27,312	95,162	9,555	0	29,407	65,755
Loan 100 - Youth Specific Space	1,398,797	0	128,303	1,270,494	73,138	0	134,365	1,136,129
Recreation and Culture								
Loan 94 - Wellard Sports Pavilion	158,336	0	49,501	108,835	10,255	0	52,710	56,126
Loan 95 - Orella Oval Pavilion	293,937	0	65,548	228,389	22,932	0	70,577	157,812
Loan 97 - Orella Oval Pavilion Extension	1,486,497	0	211,250	1,275,247	99,859	0	224,660	1,050,587
Loan 102 - Library & Resource Centre	7,421,567	0	601,391	6,820,176	379,163	0	629,004	6,191,172
Loan 104 - Recreational Refurbishment	3,350,000	0	0	3,350,000	159,189	0	277,849	3,072,151
Loan 105 - Bertram Community Centre	1,296,840	0	27,568	1,269,272	50,850	0	112,530	1,156,743
Loan 106 - Destination Park - Callista	1,420,421	0	99,153	1,321,268	53,613	0	102,291	1,218,977
Transport								
Loan 98 - Streetscape Beautification	906,929	0	128,886	778,043	60,925	0	137,067	640,976
Loan 101 - City Centre Redevelopment	2,500,000	0	0	2,500,000	79,298	0	0	2,500,000
Loan 108 - City Centre Redevelopment - Refinance Loan 101	0	0	0	0	0	0	0	0
New Loans								
Loan 109 - Arts Centre Upgrade Stage 2	0	0	0	0	0	0	0	0
Loan 110 - Branch Library Stage 2	0	0	0	0	0	0	0	0
Loan 111 - Subregional Sporting Ground Stage 2	0	0	0	0	0	0	0	0
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	0	0	0	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	0	0	0	0	0	0	0	0
Loan 115 - Arts Centre Upgrade Stage 3	0	0	0	0	0	0	0	0
Loan 116 - Branch Library Stage 3	0	0	0	0	0	0	0	0
Loan 117 - Major Upgrades - Roads FY2025	0	0	0	0	0	0	0	0
Loan 118 - Public Open Space Renewals/Replacements FY2026	0	0	0	0	0	0	0	0
Loan 119 - Major Upgrades - Roads FY2027	0	0	0	0	0	0	0	0
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	0	0	0	0	0	0	0	0
Self Supporting Loans								
Recreation and Culture								
Loan 103B - Golf Club Refurbishment	266,681	0	16,709	249,972	10,552	0	17,269	232,703
	23,562,279	0	1,641,617	21,920,662	1,138,406	0	2,087,053	19,833,609
								1,040,659

Appendix 7
Information on Borrowings

Particulars	2022					2023				
	Principal Outstanding at Beginning of Year	Principal		Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	Principal		Principal Outstanding at End of Year	Interest Repayments
		New Loans	Repayments				New Loans	Repayments		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance										
Loan 99 - Administration Office Renovations	474,797	0	107,976	366,821	31,413	366,821	0	114,830	251,991	23,900
Loan 107 - Administration / Chambers Building Refurbishment	1,879,682	0	205,341	1,674,341	63,130	1,674,341	0	213,176	1,461,164	61,294
Education & Welfare										
Loan 96 - Youth Specific Space	65,755	0	31,663	34,092	4,855	34,092	0	34,092	0	2,226
Loan 100 - Youth Specific Space	1,136,129	0	140,713	995,415	59,110	995,415	0	147,361	848,054	51,606
Recreation and Culture										
Loan 94 - Wellard Sports Pavilion	56,126	0	56,126	0	2,841	0	0	0	0	0
Loan 95 - Orella Oval Pavilion	157,812	0	75,991	81,821	11,652	81,821	0	81,820	0	5,344
Loan 97 - Orella Oval Pavilion Extension	1,050,587	0	238,920	811,667	69,508	811,667	0	254,086	557,581	52,883
Loan 102 - Library & Resource Centre	6,191,172	0	657,885	5,533,287	315,089	5,533,287	0	688,092	4,845,194	280,877
Loan 104 - Recreational Refurbishment	3,072,151	0	289,216	2,782,935	142,512	2,782,935	0	301,048	2,481,887	128,629
Loan 105 - Bertram Community Centre	1,156,743	0	116,232	1,040,511	43,760	1,040,511	0	120,055	920,456	39,229
Loan 106 - Destination Park - Callista	1,218,977	0	105,528	1,113,449	45,790	1,113,449	0	108,868	1,004,581	41,712
Transport										
Loan 98 - Streetscape Beautification	640,976	0	145,768	495,208	42,417	495,208	0	155,021	340,187	32,264
Loan 101 - City Centre Redevelopment	2,500,000	0	2,500,000	0	35,094	0	0	0	0	0
Loan 108 - City Centre Redevelopment - Refinance Loan 101	0	2,500,000	0	2,500,000	90,551	2,500,000	0	1	2,500,000	119,750
New Loans										
Loan 109 - Arts Centre Upgrade Stage 2	0	0	0	0	0	0	983,535	0	983,535	0
Loan 110 - Branch Library Stage 2	0	0	0	0	0	0	397,960	0	397,960	0
Loan 111 - Subregional Sporting Ground Stage 2	0	0	0	0	0	0	280,988	0	280,988	0
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	0	0	0	0	0	0	1,516,338	0	1,516,338	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	1,739,333	0	1,739,333	0
Loan 114 - Major Upgrades - Roads FY2024	0	0	0	0	0	0	0	0	0	0
Loan 115 - Arts Centre Upgrade Stage 3	0	0	0	0	0	0	0	0	0	0
Loan 116 - Branch Library Stage 3	0	0	0	0	0	0	0	0	0	0
Loan 117 - Major Upgrades - Roads FY2025	0	0	0	0	0	0	0	0	0	0
Loan 118 - Public Open Space Renewals/Replacements FY2026	0	0	0	0	0	0	0	0	0	0
Loan 119 - Major Upgrades - Roads FY2027	0	0	0	0	0	0	0	0	0	0
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	0	0	0	0	0	0	0	0	0	0
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	232,703	0	17,847	214,856	9,169	214,856	0	18,444	196,412	8,445
	19,833,609	2,500,000	4,689,207	17,644,403	972,890	17,644,403	4,918,154	2,236,894	20,325,663	848,159

Appendix 7
Information on Borrowings

Particulars	2024					2025				
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance										
Loan 99 - Administration Office Renovations	251,991	0	122,119	129,872	15,914	129,872	0	129,872	0	7,401
Loan 107 - Administration / Chambers Building Refurbishment	1,461,164	0	221,311	1,239,854	53,160	1,239,854	0	229,755	1,010,099	44,716
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	848,054	0	154,323	693,731	43,763	693,731	0	161,614	532,116	35,519
Recreation and Culture										
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 95 - Orella Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orella Oval Pavilion Extension	557,581	0	270,214	287,367	35,214	287,367	0	287,367	0	16,376
Loan 102 - Library & Resource Centre	4,845,194	0	719,686	4,125,508	245,182	4,125,508	0	752,731	3,372,778	207,680
Loan 104 - Recreational Refurbishment	2,481,887	0	313,364	2,168,523	114,225	2,168,523	0	326,184	1,842,339	99,144
Loan 105 - Bertram Community Centre	920,466	0	124,005	796,451	34,566	796,451	0	128,085	668,366	29,717
Loan 106 - Destination Park - Callista	1,004,581	0	112,313	892,268	37,513	892,268	0	115,867	776,401	33,144
Transport										
Loan 98 - Streetscape Beautification	340,187	0	164,861	175,326	21,484	175,326	0	175,326	0	9,991
Loan 101 - City Centre Redevelopment	0	0	0	0	0	0	0	0	0	0
Loan 108 - City Centre Redevelopment - Refinance Loan 101	2,500,000	0	0	2,500,000	119,750	2,500,000	0	0	2,500,000	119,750
New Loans										
Loan 109 - Arts Centre Upgrade Stage 2	983,535	0	79,851	903,684	43,371	903,684	0	83,484	820,200	39,737
Loan 110 - Branch Library Stage 2	397,960	0	32,309	365,651	17,549	365,651	0	33,780	331,871	16,078
Loan 111 - Subregional Sporting Ground Stage 2	280,988	0	22,813	258,175	12,391	258,175	0	23,851	234,325	11,353
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	1,516,338	0	123,107	1,393,231	66,866	1,393,231	0	128,710	1,264,521	61,264
Loan 113 - Major Upgrades - Roads FY2023	1,739,333	0	141,212	1,598,121	76,699	1,598,121	0	147,638	1,450,484	70,273
Loan 114 - Major Upgrades - Roads FY2024	0	1,800,210	0	1,800,210	0	1,800,210	0	144,492	1,655,718	83,638
Loan 115 - Arts Centre Upgrade Stage 3	0	1,008,123	0	1,008,123	0	1,008,123	0	80,916	927,207	46,837
Loan 116 - Branch Library Stage 3	0	409,899	0	409,899	0	409,899	0	32,900	376,998	19,044
Loan 117 - Major Upgrades - Roads FY2025	0	0	0	0	0	0	1,863,217	0	1,863,217	0
Loan 118 - Public Open Space Renewals/Replacements FY2026	0	0	0	0	0	0	0	0	0	0
Loan 119 - Major Upgrades - Roads FY2027	0	0	0	0	0	0	0	0	0	0
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	0	0	0	0	0	0	0	0	0	0
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	196,412	0	19,062	177,351	7,701	177,351	0	19,700	157,651	6,925
	20,325,663	3,218,232	2,620,550	20,923,345	945,348	20,923,345	1,863,217	3,002,270	19,784,292	958,587

Appendix 7
Information on Borrowings

Particulars	2026				2027				
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments
			\$	\$			\$	\$	
Governance									
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	0	0
Loan 107 - Administration / Chambers Building Refurbishment	1,010,099	0	238,522	771,577	771,577	0	247,623	523,953	26,847
Education & Welfare									
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	532,116	0	169,250	362,866	362,866	0	177,246	185,620	17,880
Recreation and Culture									
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0	0
Loan 95 - Orella Oval Pavilion	0	0	0	0	0	0	0	0	0
Loan 97 - Orella Oval Pavilion Extension	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	3,372,778	0	787,292	2,585,485	2,585,485	0	823,441	1,762,044	127,632
Loan 104 - Recreaiac Refurbishment	1,842,339	0	339,528	1,502,812	1,502,812	0	353,418	1,149,394	67,213
Loan 105 - Bertram Community Centre	688,366	0	132,298	536,068	536,068	0	136,651	399,417	19,573
Loan 106 - Destination Park - Callista	776,401	0	119,534	656,866	656,866	0	123,317	533,550	24,033
Transport									
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	0	0
Loan 101 - City Centre Redevelopment	0	0	0	0	0	0	0	0	0
Loan 108 - City Centre Redevelopment - Refinance Loan 101	2,500,000	0	0	2,500,000	2,500,000	0	0	2,500,000	119,750
New Loans									
Loan 109 - Arts Centre Upgrade Stage 2	820,200	0	87,283	732,917	732,917	0	91,255	641,661	31,966
Loan 110 - Branch Library Stage 2	331,871	0	35,317	296,554	296,554	0	36,924	259,630	12,934
Loan 111 - Subregional Sporting Ground Stage 2	234,325	0	24,936	209,388	209,388	0	26,071	183,317	9,132
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	1,264,521	0	134,567	1,129,954	1,129,954	0	140,690	989,264	49,283
Loan 113 - Major Upgrades - Roads FY2023	1,450,484	0	154,356	1,296,127	1,296,127	0	161,380	1,134,747	56,530
Loan 114 - Major Upgrades - Roads FY2024	1,655,718	0	151,422	1,504,295	1,504,295	0	158,685	1,345,611	69,445
Loan 115 - Arts Centre Upgrade Stage 3	927,207	0	84,797	842,410	842,410	0	88,864	753,546	38,890
Loan 116 - Branch Library Stage 3	376,998	0	34,478	342,520	342,520	0	36,132	306,389	15,812
Loan 117 - Major Upgrades - Roads FY2025	1,863,217	0	146,154	1,717,063	1,717,063	0	153,882	1,563,181	87,648
Loan 118 - Public Open Space Renewals/Replacements FY2026	0	3,208,214	0	3,208,214	3,208,214	0	248,772	2,959,442	171,818
Loan 119 - Major Upgrades - Roads FY2027	0	0	0	0	0	1,995,925	0	1,995,925	0
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	0	0	0	0	0	918,358	0	918,358	0
Self Supporting Loans									
Recreation and Culture									
Loan 103B - Golf Club Refurbishment	157,651	0	20,359	137,292	137,292	0	21,041	116,251	5,300
	19,784,292	3,208,214	2,660,094	20,332,412	20,332,412	2,914,283	3,025,393	20,221,302	951,688

Appendix 7
Information on Borrowings

Particulars	2028					2029				
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance										
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	0	0	0
Loan 107 - Administration / Chambers Building Refurbishment	523,953	0	257,072	266,881	17,399	266,881	0	266,881	(0)	7,590
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	185,620	0	185,620	0	8,419	0	0	0	0	0
Recreation and Culture										
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 95 - Orella Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orella Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	1,762,044	0	861,250	900,794	84,868	900,794	0	900,794	0	39,950
Loan 104 - Recreatic Refurbishment	1,148,394	0	367,876	781,518	50,267	781,518	0	382,926	398,592	32,588
Loan 105 - Bertram Community Centre	399,417	0	141,146	258,271	14,252	258,271	0	145,790	112,481	8,742
Loan 106 - Destination Park - Callista	533,550	0	127,220	406,330	19,271	406,330	0	131,246	275,084	14,341
Transport										
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	0	0	0
Loan 101 - City Centre Redevelopment	0	0	0	0	0	0	0	0	0	0
Loan 108 - City Centre Redevelopment - Refinance Loan 101	2,500,000	0	0	2,500,000	119,750	2,500,000	0	0	2,500,000	119,750
New Loans										
Loan 109 - Arts Centre Upgrade Stage 2	641,661	0	95,408	546,254	27,813	546,254	0	99,750	446,504	23,472
Loan 110 - Branch Library Stage 2	259,630	0	38,604	221,026	11,254	221,026	0	40,361	180,665	9,497
Loan 111 - Subregional Sporting Ground Stage 2	183,317	0	27,257	156,060	7,946	156,060	0	28,498	127,563	6,706
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	989,264	0	147,093	842,172	42,880	842,172	0	153,786	688,385	36,187
Loan 113 - Major Upgrades - Roads FY2023	1,134,747	0	168,724	966,023	49,187	966,023	0	176,402	789,620	41,509
Loan 114 - Major Upgrades - Roads FY2024	1,345,611	0	166,296	1,179,315	61,834	1,179,315	0	174,271	1,005,044	53,859
Loan 115 - Arts Centre Upgrade Stage 3	753,546	0	93,126	660,420	34,627	660,420	0	97,592	562,828	30,161
Loan 116 - Branch Library Stage 3	306,389	0	37,865	268,524	14,079	268,524	0	39,681	228,843	12,263
Loan 117 - Major Upgrades - Roads FY2025	1,563,181	0	162,020	1,401,161	79,511	1,401,161	0	170,588	1,230,573	70,943
Loan 118 - Public Open Space Renewals/Replacements FY2026	2,959,442	0	262,541	2,696,901	158,050	2,696,901	0	277,071	2,419,830	143,520
Loan 119 - Major Upgrades - Roads FY2027	1,995,925	0	152,990	1,842,935	111,618	1,842,935	0	161,834	1,681,101	102,774
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	918,358	0	70,393	847,965	51,357	847,965	0	74,463	773,503	47,288
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	116,251	0	21,745	94,506	4,449	94,506	0	22,473	72,033	3,585
	20,221,302	0	3,384,245	16,837,058	968,833	16,837,058	0	3,344,407	13,492,651	804,704

Appendix 7
Information on Borrowings

Particulars	2030				2031			
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments		Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	
			\$	\$			\$	\$
	\$	\$	\$	\$	\$	\$	\$	
Governance								
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	
Loan 107 - Administration / Chambers Building Refurbishment	(0)	0	0	(0)	0	0	0	
Education & Welfare								
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	
Loan 100 - Youth Specific Space	0	0	0	0	0	0	0	
Recreation and Culture								
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	
Loan 95 - Orelia Oval Pavilion	0	0	0	0	0	0	0	
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	
Loan 104 - Recreatic Refurbishment	398,592	0	398,592	0	14,215	0	0	
Loan 105 - Berttram Community Centre	112,481	0	112,481	(0)	2,826	0	0	
Loan 106 - Destination Park - Callista	275,084	0	135,399	139,685	9,256	139,685	0	
Transport								
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	
Loan 101 - City Centre Redevelopment	0	0	0	0	0	0	0	
Loan 108 - City Centre Redevelopment - Refinance Loan 101	2,500,000	0	0	2,500,000	119,750	0	2,500,000	
New Loans								
Loan 109 - Arts Centre Upgrade Stage 2	446,504	0	104,289	342,215	18,932	0	109,035	
Loan 110 - Branch Library Stage 2	180,665	0	42,198	138,468	7,660	0	44,118	
Loan 111 - Subregional Sporting Ground Stage 2	127,563	0	29,794	97,768	5,409	0	31,150	
Loan 112 - Wellard Road Upgrade - Berttram Rd to Cavendish Rd	688,385	0	160,784	527,601	29,189	0	188,101	
Loan 113 - Major Road Upgrades - Roads FY2023	789,620	0	184,430	605,191	33,481	0	192,822	
Loan 114 - Major Upgrades - Roads FY2024	1,005,044	0	182,630	822,414	45,500	0	191,389	
Loan 115 - Arts Centre Upgrade Stage 3	562,828	0	102,273	460,555	25,480	0	107,178	
Loan 116 - Branch Library Stage 3	228,843	0	41,584	187,259	10,360	0	43,578	
Loan 117 - Major Upgrades - Roads FY2025	1,230,573	0	179,609	1,050,965	61,922	0	189,107	
Loan 118 - Public Open Space Renewals/Replacements FY2026	2,419,830	0	292,406	2,127,424	128,185	0	308,589	
Loan 119 - Major Upgrades - Roads FY2027	1,681,101	0	171,190	1,509,911	93,418	0	181,087	
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	773,503	0	78,767	694,735	42,983	0	83,321	
Self Supporting Loans								
Recreation and Culture								
Loan 103B - Golf Club Refurbishment	72,033	0	23,225	48,808	2,654	0	24,003	
	13,492,651	0	2,239,651	11,253,000	651,221	0	1,813,164	
							9,439,836	
							548,477	

Appendix 7
Information on Borrowings

Particulars	2032				2033			
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments
	\$	\$	\$	\$	\$	\$	\$	\$
Governance								
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	0
Loan 107 - Administration / Chambers Building Refurbishment	(0)	0	0	(0)	0	0	0	0
Education & Welfare								
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	0	0	0
Recreation and Culture								
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0
Loan 95 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0
Loan 104 - Recreational Refurbishment	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	(0)	0	0	(0)	0	0	0	0
Loan 106 - Destination Park - Callista	0	0	0	0	0	0	0	0
Transport								
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	0
Loan 101 - City Centre Redevelopment	0	0	0	0	0	0	0	0
Loan 108 - City Centre Redevelopment - Refinance Loan 101	2,500,000	0	0	2,500,000	119,750	2,500,000	0	119,750
New Loans								
Loan 109 - Arts Centre Upgrade Stage 2	233,180	0	113,996	119,184	9,225	119,184	0	119,184
Loan 110 - Branch Library Stage 2	94,350	0	46,125	48,224	3,733	48,224	0	48,224
Loan 111 - Subregional Sporting Ground Stage 2	66,618	0	32,568	34,050	2,635	34,050	0	34,050
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	359,500	0	175,751	183,749	14,222	183,749	0	183,749
Loan 113 - Major Upgrades - Roads FY2023	412,368	0	201,597	210,771	16,314	210,771	0	210,771
Loan 114 - Major Upgrades - Roads FY2024	631,025	0	200,568	430,457	27,562	430,457	0	210,188
Loan 115 - Arts Centre Upgrade Stage 3	353,376	0	112,319	241,057	15,435	241,057	0	210,188
Loan 116 - Branch Library Stage 3	143,681	0	45,668	98,013	6,276	98,013	0	117,706
Loan 117 - Major Upgrades - Roads FY2025	861,858	0	199,107	662,751	42,424	662,751	0	47,859
Loan 118 - Public Open Space Renewals/Replacements FY2026	1,818,835	0	325,668	1,493,168	94,923	1,493,168	0	209,636
Loan 119 - Major Upgrades - Roads FY2027	1,328,824	0	191,556	1,137,268	73,052	1,137,268	0	343,692
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	611,414	0	88,138	523,276	33,612	523,276	0	202,630
Self Supporting Loans								
Recreation and Culture								
Loan 103B - Golf Club Refurbishment	24,805	0	24,805	0	739	0	0	0
	9,439,836	0	1,757,867	7,681,969	459,901	7,681,969	0	1,820,922
								5,861,047
								371,302

Appendix 7
Information on Borrowings

Particulars	2034				2035			
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments
	\$	\$	\$	\$	\$	\$	\$	\$
Governance								
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	0
Loan 107 - Administration / Chambers Building Refurbishment	(0)	0	0	(0)	0	0	0	(0)
Education & Welfare								
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	0	0	0
Recreation and Culture								
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0
Loan 95 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0
Loan 104 - Recreational Refurbishment	0	0	0	0	0	0	0	0
Loan 105 - Berttram Community Centre	(0)	0	0	(0)	0	(0)	0	(0)
Loan 106 - Destination Park - Callista	0	0	0	0	0	0	0	0
Transport								
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	0
Loan 101 - City Centre Redevelopment	0	0	0	0	0	0	0	0
Loan 108 - City Centre Redevelopment - Refinance Loan 101	2,500,000	0	0	2,500,000	119,750	2,500,000	0	2,500,000
New Loans								
Loan 109 - Arts Centre Upgrade Stage 2	(0)	0	0	(0)	0	(0)	0	(0)
Loan 110 - Branch Library Stage 2	0	0	0	0	0	0	0	0
Loan 111 - Subregional Sporting Ground Stage 2	(0)	0	0	(0)	0	(0)	0	(0)
Loan 112 - Wellard Road Upgrade - Berttram Rd to Cavendish Rd	0	0	0	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	220,269	0	220,269	(0)	7,861	(0)	0	(0)
Loan 115 - Arts Centre Upgrade Stage 3	123,352	0	123,351	0	4,402	0	0	0
Loan 116 - Branch Library Stage 3	50,154	0	50,154	(0)	1,790	(0)	0	(0)
Loan 117 - Major Upgrades - Roads FY2025	453,115	0	220,722	232,394	20,809	232,394	0	232,394
Loan 118 - Public Open Space Renewals/Replacements FY2026	1,149,476	0	362,714	786,762	57,877	786,762	0	382,788
Loan 119 - Major Upgrades - Roads FY2027	934,637	0	214,345	720,292	50,263	720,292	0	226,737
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	430,042	0	98,624	331,419	23,127	331,419	0	104,325
Self Supporting Loans								
Recreation and Culture								
Loan 103B - Golf Club Refurbishment	0	0	0	0	0	0	0	0
	5,861,047	0	1,290,178	4,570,869	285,879	4,570,869	0	946,244
								3,624,625
								221,986

Appendix 7
Information on Borrowings

Particulars	2036				2037			
	Principal Outstanding at Beginning of Year	Principal Repayments		Principal Outstanding at Beginning of Year	Principal Repayments		Principal Outstanding at End of Year	Interest Repayments
		New Loans	\$		New Loans	\$		
Governance								
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	0
Loan 107 - Administration / Chambers Building Refurbishment	(0)	0	0	(0)	0	0	(0)	0
Education & Welfare								
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	0	0	0
Recreation and Culture								
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0
Loan 95 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0
Loan 104 - Recreational Refurbishment	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	(0)	0	0	(0)	0	0	(0)	0
Loan 106 - Destination Park - Callista	0	0	0	0	0	0	0	0
Transport								
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	0
Loan 101 - City Centre Redevelopment	0	0	0	0	0	0	0	0
Loan 108 - City Centre Redevelopment - Refinance Loan 101	2,500,000	0	0	2,500,000	0	0	2,500,000	119,750
New Loans								
Loan 109 - Arts Centre Upgrade Stage 2	(0)	0	0	(0)	0	0	(0)	0
Loan 110 - Branch Library Stage 2	0	0	0	0	0	0	0	0
Loan 111 - Subregional Sporting Ground Stage 2	(0)	0	0	(0)	0	0	(0)	0
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	0	0	0	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	(0)	0	0	(0)	0	0	(0)	0
Loan 115 - Arts Centre Upgrade Stage 3	0	0	0	0	0	0	0	0
Loan 116 - Branch Library Stage 3	(0)	0	0	(0)	0	0	(0)	0
Loan 117 - Major Upgrades - Roads FY2025	0	0	0	0	0	0	0	0
Loan 118 - Public Open Space Renewals/Replacements FY2026	403,974	0	403,974	0	0	0	0	0
Loan 119 - Major Upgrades - Roads FY2027	493,566	0	239,845	253,711	0	253,711	(0)	10,897
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	227,093	0	110,357	116,737	0	116,737	0	5,014
Self Supporting Loans								
Recreation and Culture								
Loan 103B - Golf Club Refurbishment	0	0	0	0	0	0	0	0
	3,624,625	0	754,175	2,870,450	0	370,447	2,500,000	135,661

Appendix 7
Information on Borrowings

Particulars	2038				2039			
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments
	\$	\$	\$	\$	\$	\$	\$	\$
Governance								
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	0
Loan 107 - Administration / Chambers Building Refurbishment	(0)	0	0	(0)	0	0	0	(0)
Education & Welfare								
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	0	0	0
Recreation and Culture								
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0
Loan 95 - Orella Oval Pavilion	0	0	0	0	0	0	0	0
Loan 97 - Orella Oval Pavilion Extension	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0
Loan 104 - Recreational Refurbishment	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	(0)	0	0	(0)	0	0	0	(0)
Loan 106 - Destination Park - Callista	0	0	0	0	0	0	0	0
Transport								
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	0
Loan 101 - City Centre Redevelopment	0	0	0	0	0	0	0	0
Loan 108 - City Centre Redevelopment - Refinance Loan 101	2,500,000	0	0	2,500,000	119,750	2,500,000	0	2,500,000
New Loans								
Loan 109 - Arts Centre Upgrade Stage 2	(0)	0	0	(0)	0	0	0	(0)
Loan 110 - Branch Library Stage 2	0	0	0	0	0	0	0	0
Loan 111 - Subregional Sporting Ground Stage 2	(0)	0	0	(0)	0	0	0	(0)
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	0	0	0	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	(0)	0	0	(0)	0	0	0	(0)
Loan 115 - Arts Centre Upgrade Stage 3	0	0	0	0	0	0	0	0
Loan 116 - Branch Library Stage 3	(0)	0	0	(0)	0	0	0	(0)
Loan 117 - Major Upgrades - Roads FY2025	0	0	0	0	0	0	0	0
Loan 118 - Public Open Space Renewals/Replacements FY2026	(0)	0	0	(0)	0	0	0	(0)
Loan 119 - Major Upgrades - Roads FY2027	(0)	0	0	(0)	0	0	0	(0)
Loan 120 - DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	0	0	0	0	0	0	0	0
Self Supporting Loans								
Recreation and Culture								
Loan 103B - Golf Club Refurbishment	0	0	0	0	0	0	0	0
	2,500,000	0	0	2,500,000	119,750	2,500,000	0	2,500,000
								119,750

Appendix 8
Information on Reserves

	2020					2021				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	841,635	18,522	128,164	(111,286)	858,513	858,513	24,034	135,348	(115,244)	878,617
Asset Management Reserve	330,316	286,513	5,282,139	(2,013,173)	3,599,282	3,599,282	295,498	295,498	(2,142,257)	1,752,523
Plant & Equipment Replacement Reserve	659,929	14,523	514,523	(509,023)	665,430	665,430	18,629	18,629	(266,590)	417,469
Banksia Park Reserve	86,769	1,910	58,417	(56,507)	88,679	88,679	2,483	59,556	(57,074)	91,161
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	85,478	1,881	1,881	0	87,359	87,359	2,446	2,446	0	89,805
Contiguous Local Authorities Group Reserve	257,721	5,672	5,672	0	263,393	263,393	7,374	7,374	(52,940)	217,826
Employee Leave Reserve	3,891,252	0	0	0	1,945,626	1,945,626	0	0	0	1,945,626
Family Day Care Reserve	1,349,465	29,699	29,699	0	1,379,164	1,379,164	38,609	38,609	(818,819)	598,954
Future Community Infrastructure Reserve	901,851	0	0	(901,851)	0	0	0	0	0	0
Golf Course Cottage Reserve	28,520	628	628	0	29,148	29,148	816	816	0	29,964
Information Technology Reserve	507,574	11,137	11,137	(518,711)	(0)	(0)	(0)	(0)	0	(0)
City Infrastructure Reserve	345,879	27,460	1,079,311	(891,334)	533,856	533,856	14,945	14,945	(93,923)	454,878
Public Art Reserve	0	0	20,300	(20,300)	0	0	0	20,706	(20,706)	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	8,795,702	0	0	(3,785,141)	5,010,561	5,010,561	0	0	(86,844)	4,923,717
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	162,782	3,582	3,582	0	166,364	166,364	4,657	4,657	0	171,022
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	335,941	7,393	7,393	0	343,334	343,334	9,612	9,612	0	352,946
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	18,580,814	408,920	7,142,846	(10,752,952)	14,970,708	14,970,708	419,102	608,196	(3,654,396)	11,924,508
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	1,542,068	10,832	10,832	0	1,552,900	1,552,900	11,952	11,952	(549,261)	1,015,591
DCA 2 - Hard Infrastructure - Wellard	5,743	40	2,907,327	(2,913,070)	0	0	0	0	0	0
DCA 3 - Hard Infrastructure - Casuarina	0	0	38,534	(38,534)	0	0	0	38,534	(38,534)	0
DCA 4 - Hard Infrastructure - Anketell	0	0	20,517	(20,517)	0	0	0	20,517	(20,517)	0
DCA 5 - Hard Infrastructure - Wandl	1,493,545	10,491	10,491	(1,059,013)	445,023	445,023	3,425	3,425	(47,056)	401,392
DCA 6 - Hard Infrastructure - Mandogalup	0	0	17,996	(17,996)	0	0	0	17,996	(17,996)	0
DCA 7 - Hard Infrastructure - Mandogalup West	25,720	181	181	0	25,901	25,901	199	199	0	26,100
DCA 8 - Soft Infrastructure - Mandogalup	0	0	4,302	(4,302)	0	0	0	4,302	(4,302)	0
DCA 9 - Soft Infrastructure - Wandl/Anketell	10,882,338	76,440	76,440	(1,010,260)	9,948,518	9,948,518	76,568	76,568	(1,030,259)	8,994,826
DCA 10 - Soft Infrastructure - Casuarina/Anketell	473,009	3,323	3,323	(6,645)	469,687	469,687	3,615	3,615	(6,645)	466,656
DCA 11 - Soft Infrastructure - Wellard East	6,738,607	47,334	47,334	0	6,785,941	6,785,941	52,227	52,227	0	6,838,168
DCA 12 - Soft Infrastructure - Wellard West	6,887,880	48,382	48,382	0	6,936,262	6,936,262	53,384	53,384	(2,703,718)	4,285,928
DCA 13 - Soft Infrastructure - Bertram	288,252	2,025	2,025	(3,349)	286,928	286,928	2,208	2,208	(3,349)	285,787
DCA 14 - Soft Infrastructure - Wellard/Leda	604,540	4,246	4,246	0	608,786	608,786	4,685	4,685	0	613,472
DCA 15 - Soft Infrastructure - City Site	166,029	1,166	1,166	0	167,195	167,195	1,287	1,287	0	168,482
Sub-Total Developer Contribution Reserves	29,107,731	204,460	3,193,096	(5,073,687)	27,227,140	27,227,140	209,551	290,900	(4,421,637)	23,096,403
Total Reserves	47,688,545	613,380	10,335,942	(15,826,639)	42,197,848	42,197,848	628,653	899,096	(8,076,033)	35,020,911

Appendix 8
Information on Reserves

	2022					2023				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	878,617	31,729	145,489	(120,720)	903,387	903,387	38,847	155,111	(126,461)	932,036
Asset Management Reserve	1,752,523	311,360	311,360	(1,532,754)	531,129	531,129	314,404	314,404	(280,288)	565,245
Plant & Equipment Replacement Reserve	417,469	15,076	15,076	(229,215)	203,329	203,329	8,743	8,743	0	212,073
Banksia Park Reserve	91,161	3,292	61,421	(58,129)	94,453	94,453	4,062	63,269	(59,207)	98,515
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	89,805	3,243	3,243	0	93,048	93,048	4,001	4,001	0	97,049
Contiguous Local Authorities Group Reserve	217,826	7,866	7,866	(54,263)	171,429	171,429	7,372	7,372	(55,620)	123,181
Employee Leave Reserve	1,945,626	0	0	0	1,945,626	1,945,626	0	0	0	1,945,626
Family Day Care Reserve	598,954	21,630	21,630	0	620,584	620,584	26,686	26,686	0	647,270
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0
Golf Course Cottage Reserve	29,964	1,082	1,082	0	31,046	31,046	1,335	1,335	0	32,381
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
City Infrastructure Reserve	454,878	16,427	16,427	(128,284)	343,021	343,021	14,750	14,750	(16,600)	341,171
Public Art Reserve	0	0	21,224	(21,224)	0	0	0	21,754	(21,754)	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	4,923,717	0	0	(89,015)	4,834,702	4,834,702	0	0	(91,241)	4,743,461
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	171,022	6,176	6,176	0	177,198	177,198	7,620	7,620	0	184,818
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	352,946	12,746	12,746	0	365,692	365,692	15,725	15,725	0	381,417
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	11,924,508	430,627	623,740	(2,233,605)	10,314,643	10,314,643	443,546	640,771	(651,171)	10,304,243
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	1,015,591	9,468	9,468	0	1,025,059	1,025,059	11,427	709,092	(1,734,150)	0
DCA 2 - Hard Infrastructure - Wellard	0	0	0	0	0	0	0	539,507	(539,507)	(0)
DCA 3 - Hard Infrastructure - Casuarina	0	0	3,531,121	(3,531,121)	(0)	(0)	(0)	38,534	(38,534)	(0)
DCA 4 - Hard Infrastructure - Anketell	0	0	22,268,869	(22,268,869)	(0)	(0)	(0)	20,517	(20,517)	(0)
DCA 5 - Hard Infrastructure - Wandl	401,392	3,742	3,742	(47,056)	358,078	358,078	3,992	3,992	(47,056)	315,014
DCA 6 - Hard Infrastructure - Mandogalup	0	0	20,195,893	(20,195,893)	(0)	(0)	(0)	17,996	(17,996)	(0)
DCA 7 - Hard Infrastructure - Mandogalup West	26,100	243	243	0	26,343	26,343	294	294	0	26,637
DCA 8 - Soft Infrastructure - Mandogalup	0	0	53,179	(53,179)	(0)	(0)	(0)	480,602	(480,602)	(0)
DCA 9 - Soft Infrastructure - Wandl/Anketell	8,994,826	83,853	83,853	(227,960)	8,850,719	8,850,719	98,663	98,663	(2,130,048)	6,819,335
DCA 10 - Soft Infrastructure - Casuarina/Anketell	466,656	4,350	4,350	(214,328)	256,679	256,679	2,861	1,772,639	(2,029,318)	(0)
DCA 11 - Soft Infrastructure - Wellard East	6,838,168	63,748	63,748	(48,877)	6,853,039	6,853,039	76,394	76,394	(476,300)	6,453,133
DCA 12 - Soft Infrastructure - Wellard West	4,285,928	39,955	39,955	(2,820,188)	1,505,695	1,505,695	16,785	16,785	(476,300)	1,046,180
DCA 13 - Soft Infrastructure - Bertram	285,787	2,664	2,664	(52,226)	236,225	236,225	2,633	243,424	(479,649)	0
DCA 14 - Soft Infrastructure - Wellard/Leda	613,472	5,719	5,719	(3,293)	615,898	615,898	6,866	6,866	(32,422)	590,342
DCA 15 - Soft Infrastructure - City Site	168,482	1,571	1,571	(3,293)	166,760	166,760	1,859	1,859	(32,422)	136,197
Sub-Total Developer Contribution Reserves	23,096,403	215,314	46,264,376	(49,466,284)	19,894,494	19,894,494	221,773	4,027,163	(8,534,820)	15,386,837
Total Reserves	35,020,911	645,941	46,888,116	(51,699,890)	30,209,138	30,209,138	665,319	4,667,934	(9,185,992)	25,691,080

Appendix 8
Information on Reserves

	2024					2025				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	932,036	41,427	160,827	(133,769)	959,094	959,094	45,204	168,424	(142,880)	984,638
Asset Management Reserve	585,245	322,443	322,443	(523,264)	364,424	364,424	328,019	328,019	(463,822)	228,621
Plant & Equipment Replacement Reserve	212,073	9,426	9,426	0	221,499	221,499	10,440	10,440	(42,782)	189,157
Banksia Park Reserve	98,515	4,379	64,974	(60,596)	102,894	102,894	4,850	67,170	(62,320)	107,743
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	97,049	4,314	4,314	0	101,363	101,363	4,777	4,777	0	106,140
Contiguous Local Authorities Group Reserve	123,181	5,475	5,475	(57,289)	71,367	71,367	3,364	3,364	(59,294)	15,437
Employee Leave Reserve	1,945,626	0	0	0	1,945,626	1,945,626	0	0	0	1,945,626
Family Day Care Reserve	647,270	28,770	28,770	0	676,040	676,040	31,863	31,863	0	707,904
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0
Golf Course Cottage Reserve	32,381	1,439	1,439	0	33,820	33,820	1,594	1,594	0	35,414
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
City Infrastructure Reserve	341,171	15,164	15,164	(13,859)	342,477	342,477	16,142	16,142	(242,424)	116,194
Public Art Reserve	0	0	22,407	(22,407)	0	0	0	23,191	(23,191)	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	4,743,461	0	0	(93,978)	4,649,483	4,649,483	0	0	(97,267)	4,552,216
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	184,818	8,215	8,215	0	193,032	193,032	9,098	9,098	0	202,131
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	381,417	16,953	16,953	0	398,370	398,370	18,776	18,776	0	417,147
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	10,304,243	458,006	660,408	(905,160)	10,059,491	10,059,491	474,128	682,859	(1,133,981)	9,608,369
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	0	0	729,343	(729,344)	(0)	(0)	(0)	1,591,250	(1,591,250)	(0)
DCA 2 - Hard Infrastructure - Wellard	(0)	(0)	738,083	(738,082)	0	0	0	0	0	0
DCA 3 - Hard Infrastructure - Casuarina	(0)	(0)	1,992,879	(1,992,879)	(0)	(0)	(0)	38,534	(38,534)	(0)
DCA 4 - Hard Infrastructure - Anketell	(0)	(0)	4,977,817	(4,977,817)	(0)	(0)	(0)	20,517	(20,517)	(0)
DCA 5 - Hard Infrastructure - Wandl	315,014	4,688	7,096,171	(7,411,185)	(0)	(0)	(0)	47,056	(47,056)	(0)
DCA 6 - Hard Infrastructure - Mandogalup	(0)	(0)	981,155	(981,155)	(0)	(0)	(0)	17,996	(17,996)	(0)
DCA 7 - Hard Infrastructure - Mandogalup West	26,637	396	711,445	(738,082)	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	(0)	(0)	495,321	(495,321)	0	0	0	494,239	(494,240)	(0)
DCA 9 - Soft Infrastructure - Wandl/Anketell	6,819,335	101,492	101,492	(2,226,376)	4,694,451	4,694,451	93,133	93,133	(628,409)	4,159,175
DCA 10 - Soft Infrastructure - Casuarina/Anketell	(0)	(0)	2,090,428	(2,090,428)	(0)	(0)	(0)	153,165	(153,165)	0
DCA 11 - Soft Infrastructure - Wellard East	6,453,133	96,042	96,042	(491,019)	6,058,156	6,058,156	120,187	120,187	(100,674)	6,077,669
DCA 12 - Soft Infrastructure - Wellard West	1,046,180	15,570	15,570	(491,019)	570,732	570,732	11,323	11,323	(100,674)	481,380
DCA 13 - Soft Infrastructure - Bertram	0	0	494,367	(494,368)	(0)	(0)	(0)	104,024	(104,023)	0
DCA 14 - Soft Infrastructure - Wellard/Leda	590,342	8,786	8,786	(77,399)	521,730	521,730	10,351	10,351	(428,445)	103,635
DCA 15 - Soft Infrastructure - City Site	136,197	2,027	2,027	(33,824)	104,400	104,400	2,071	2,071	0	106,471
Sub-Total Developer Contribution Reserves	15,386,837	229,003	20,530,928	(23,968,297)	11,949,468	11,949,468	237,064	2,703,845	(3,724,984)	10,928,328
Total Reserves	25,691,080	687,009	21,191,336	(24,873,457)	22,008,958	22,008,958	711,191	3,386,704	(4,858,965)	20,536,697

Appendix 8
Information on Reserves

	2026					2027				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	984,638	50,424	177,590	(152,617)	1,009,611	1,009,611	54,049	185,705	(163,536)	1,031,780
Asset Management Reserve	228,621	344,466	344,466	(411,636)	161,451	161,451	351,110	351,110	(310,536)	202,025
Plant & Equipment Replacement Reserve	189,157	9,687	9,687	0	198,844	198,844	10,645	10,645	(82,492)	126,997
Banksia Park Reserve	107,743	5,518	69,613	(64,095)	113,261	113,261	6,063	72,442	(66,378)	119,324
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	106,140	5,435	5,435	0	111,576	111,576	5,973	5,973	0	117,549
Contiguous Local Authorities Group Reserve	15,437	791	791	0	16,228	16,228	869	869	0	17,097
Employee Leave Reserve	1,945,626	0	0	0	1,945,626	1,945,626	0	0	0	1,945,626
Family Day Care Reserve	707,904	36,252	36,252	0	744,156	744,156	39,838	39,838	0	783,993
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0
Golf Course Cottage Reserve	35,414	1,814	1,814	0	37,228	37,228	1,993	1,993	0	39,221
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
City Infrastructure Reserve	116,194	5,950	5,950	0	122,145	122,145	6,539	6,539	0	128,684
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	4,552,216	0	0	(100,671)	4,451,545	4,451,545	0	0	(104,195)	4,347,350
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	202,131	10,351	10,351	0	212,482	212,482	11,375	11,375	0	223,857
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	417,147	21,362	21,362	0	438,509	438,509	23,475	23,475	0	461,984
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	9,608,369	492,050	683,311	(729,019)	9,562,660	9,562,660	511,928	709,963	(727,137)	9,545,486
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	(0)	(0)	(0)	0	(0)	(0)	(0)	(0)	0	(0)
DCA 2 - Hard Infrastructure - Wellard	0	0	2,925,752	(2,925,752)	0	0	0	0	0	0
DCA 3 - Hard Infrastructure - Casuarina	(0)	(0)	44,070,304	(44,070,304)	0	0	0	38,534	(38,534)	0
DCA 4 - Hard Infrastructure - Anketell	(0)	(0)	20,517	(20,517)	(0)	(0)	(0)	20,517	(20,517)	(0)
DCA 5 - Hard Infrastructure - Wandl	(0)	(0)	47,056	(47,056)	(0)	(0)	(0)	47,056	(47,056)	(0)
DCA 6 - Hard Infrastructure - Mandogalup	(0)	(0)	17,996	(17,996)	(0)	(0)	(0)	17,996	(17,996)	(0)
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	(0)	(0)	4,821,613	(4,821,613)	(0)	(0)	(0)	4,990,219	(4,990,219)	0
DCA 9 - Soft Infrastructure - Wandl/Anketell	4,159,175	93,634	93,634	(3,321,137)	931,672	931,672	37,306	2,166,299	(3,097,970)	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	0	0	1,447,301	(1,447,301)	0	0	0	1,497,723	(1,497,724)	(0)
DCA 11 - Soft Infrastructure - Wellard East	6,077,669	136,824	136,824	(989,882)	5,224,611	5,224,611	209,202	209,202	(1,024,528)	4,409,286
DCA 12 - Soft Infrastructure - Wellard West	481,380	10,837	536,947	(989,882)	28,445	28,445	1,139	996,082	(1,024,528)	(0)
DCA 13 - Soft Infrastructure - Bertram	0	0	993,231	(993,231)	0	0	0	1,026,647	(1,026,648)	(0)
DCA 14 - Soft Infrastructure - Wellard/Leda	103,635	2,333	438,651	(443,441)	98,845	98,845	3,958	3,958	0	102,803
DCA 15 - Soft Infrastructure - City Site	106,471	2,397	2,397	0	108,868	108,868	4,359	4,359	0	113,227
Sub-Total Developer Contribution Reserves	10,928,328	246,025	55,552,223	(60,088,110)	6,392,441	6,392,441	255,964	11,018,592	(12,785,718)	4,625,315
Total Reserves	20,536,697	738,075	56,235,534	(60,817,130)	15,955,101	15,955,101	767,893	11,728,555	(13,512,855)	14,170,801

Appendix 8
Information on Reserves

	2028						2029					
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest
Reserve	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal Reserves												
Aged Persons Units Reserve	1,031,780	57,714	194,018	(175,234)	1,050,563	1,050,563	60,018	201,131	(187,768)	1,063,927		
Asset Management Reserve	202,025	363,308	500,134	(321,405)	380,754	380,754	375,105	2,068,342	(532,247)	1,916,849		
Plant & Equipment Replacement Reserve	126,997	7,104	7,104	0	134,100	134,100	7,661	7,661	0	141,761		
Banksia Park Reserve	119,324	6,675	75,416	(68,741)	125,999	125,999	7,198	78,385	(71,186)	133,197		
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0		
Community Services & Emergency Relief Reserve	117,549	6,575	6,575	0	124,124	124,124	7,091	7,091	0	131,215		
Contiguous Local Authorities Group Reserve	17,097	956	956	0	18,053	18,053	1,031	1,031	0	19,084		
Employee Leave Reserve	1,945,626	0	0	0	1,945,626	1,945,626	0	0	0	1,945,626		
Family Day Care Reserve	783,993	43,854	43,854	0	827,847	827,847	47,294	47,294	0	875,142		
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0		
Golf Course Cottage Reserve	39,221	2,194	2,194	0	41,414	41,414	2,366	2,366	0	43,780		
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0		
City Infrastructure Reserve	128,684	7,198	7,198	0	135,882	135,882	7,763	7,763	0	143,645		
Public Art Reserve	0	0	0	0	0	0	0	0	0	0		
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0		
Refuse Reserve	4,347,350	0	0	(107,842)	4,239,508	4,239,508	0	0	(111,616)	4,127,892		
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0		
Settlement Agreement Reserve	223,857	12,522	12,522	0	236,379	236,379	13,504	13,504	0	249,883		
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0		
Workers Compensation Reserve	461,984	25,842	25,842	0	487,826	487,826	27,869	27,869	0	515,695		
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0		
Sub-Total Municipal Reserves	9,545,486	533,941	875,812	(673,222)	9,748,076	9,748,076	556,901	2,462,438	(902,817)	11,307,696		
Developer Contribution Reserves												
DCA 1 - Hard Infrastructure - Bertram	(0)	0	0	0	(0)	(0)	0	0	0	(0)		
DCA 2 - Hard Infrastructure - Wellard	0	0	0	0	0	0	0	0	0	(0)		
DCA 3 - Hard Infrastructure - Casuarina	0	0	38,534	(38,534)	0	0	0	38,534	(38,534)	0		
DCA 4 - Hard Infrastructure - Anketell	(0)	0	20,517	(20,517)	(0)	(0)	0	20,517	(20,517)	(0)		
DCA 5 - Hard Infrastructure - Wandl	(0)	0	47,056	(47,056)	(0)	(0)	0	47,056	(47,056)	(0)		
DCA 6 - Hard Infrastructure - Mandogalup	(0)	0	17,996	(17,996)	(0)	(0)	0	4,457,108	(4,457,107)	(0)		
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0		
DCA 8 - Soft Infrastructure - Mandogalup	0	0	68,584	(68,585)	0	0	0	636,362	(636,362)	(0)		
DCA 9 - Soft Infrastructure - Wandl/Anketell	0	0	74,591	(74,592)	(0)	(0)	0	642,369	(642,369)	0		
DCA 10 - Soft Infrastructure - Casuarina/Anketell	(0)	0	203,871	(203,871)	(0)	(0)	0	2,089,028	(2,089,028)	(0)		
DCA 11 - Soft Infrastructure - Wellard East	4,409,286	0	0	(64,283)	4,345,003	4,345,003	0	0	(775,973)	3,569,030		
DCA 12 - Soft Infrastructure - Wellard West	(0)	0	64,283	(64,283)	(0)	(0)	0	775,973	(775,973)	(0)		
DCA 13 - Soft Infrastructure - Bertram	(0)	0	67,555	(67,555)	0	0	0	779,322	(779,322)	0		
DCA 14 - Soft Infrastructure - Wellard/Leda	102,803	0	0	0	102,803	102,803	0	0	0	102,803		
DCA 15 - Soft Infrastructure - City Site	113,227	0	0	0	113,227	113,227	0	0	0	113,227		
Sub-Total Developer Contribution Reserves	4,625,315	0	602,987	(667,271)	4,561,032	4,561,032	0	9,486,269	(10,262,240)	3,785,059		
Total Reserves	14,170,801	533,941	1,478,799	(1,340,493)	14,309,108	14,309,108	556,901	11,948,707	(11,165,057)	15,092,755		

Appendix 8
Information on Reserves

	2030					2031				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	1,063,927	54,651	200,743	(201,196)	1,063,474	1,063,474	55,162	206,406	(215,582)	1,054,298
Asset Management Reserve	1,916,849	410,445	716,613	(344,297)	2,289,165	2,289,165	427,776	427,776	(570,156)	2,146,785
Plant & Equipment Replacement Reserve	141,761	7,282	7,282	0	149,043	149,043	7,731	7,731	0	156,774
Banksia Park Reserve	133,197	6,842	80,559	(73,717)	140,039	140,039	7,264	83,601	(76,337)	147,303
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	131,215	6,740	6,740	0	137,955	137,955	7,156	7,156	0	145,111
Contiguous Local Authorities Group Reserve	19,084	980	980	0	20,065	20,065	1,041	1,041	0	21,105
Employee Leave Reserve	1,945,626	0	0	0	1,945,626	1,945,626	0	1,084,677	0	3,030,303
Family Day Care Reserve	875,142	44,954	44,954	0	920,096	920,096	47,725	47,725	0	967,820
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0
Golf Course Cottage Reserve	43,780	2,249	2,249	0	46,029	46,029	2,388	2,388	0	48,417
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
City Infrastructure Reserve	143,645	7,379	7,379	0	151,023	151,023	7,833	7,833	0	158,857
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	4,127,892	0	0	(115,523)	4,012,370	4,012,370	0	0	(119,566)	3,892,804
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	249,883	12,836	12,836	0	262,719	262,719	13,627	13,627	0	276,346
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	515,695	26,490	26,490	0	542,185	542,185	28,123	28,123	0	570,308
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	11,307,696	580,848	1,106,825	(734,733)	11,679,788	11,679,788	605,824	1,918,083	(981,641)	12,616,230
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 2 - Hard Infrastructure - Wellard	(1)	0	0	0	0	0	0	0	0	0
DCA 3 - Hard Infrastructure - Casuarina	0	0	38,534	(38,534)	0	0	0	38,534	(38,534)	0
DCA 4 - Hard Infrastructure - Anketell	(0)	0	20,517	(20,517)	(0)	(0)	0	20,517	(20,517)	(0)
DCA 5 - Hard Infrastructure - Wandl	(0)	0	47,056	(47,056)	(0)	(0)	0	47,056	(47,056)	(0)
DCA 6 - Hard Infrastructure - Mandogalup	(0)	0	17,996	(17,996)	(0)	(0)	0	17,996	(17,996)	(0)
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	(0)	0	658,484	(658,484)	0	0	0	4,302	(4,302)	0
DCA 9 - Soft Infrastructure - Wandl/Anketell	0	0	664,491	(664,491)	0	0	0	10,309	(10,309)	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	(0)	0	3,428,772	(3,428,772)	0	0	0	1,471,197	(1,471,197)	0
DCA 11 - Soft Infrastructure - Wellard East	3,569,030	0	0	(2,069,208)	1,499,822	1,499,822	0	0	(1,499,822)	0
DCA 12 - Soft Infrastructure - Wellard West	(0)	0	2,069,208	(2,069,208)	(0)	(0)	0	1,464,552	(1,464,552)	(0)
DCA 13 - Soft Infrastructure - Bertram	0	0	2,071,772	(2,071,772)	0	0	0	1,467,901	(1,467,901)	0
DCA 14 - Soft Infrastructure - Wellard/Leda	102,803	0	0	0	102,803	102,803	0	0	(102,803)	(0)
DCA 15 - Soft Infrastructure - City Site	113,227	0	0	0	113,227	113,227	0	0	(113,227)	0
Sub-Total Developer Contribution Reserves	3,785,059	580,848	9,016,830	(11,086,037)	1,715,853	1,715,853	0	4,542,364	(6,258,217)	(0)
Total Reserves	15,092,755	580,848	10,123,655	(11,820,770)	13,395,641	13,395,641	605,824	6,460,447	(7,239,858)	12,616,229

Appendix 8
Information on Reserves

	2032					2033				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	1,054,298	52,804	209,381	(230,996)	1,032,683	1,032,683	57,609	219,707	(247,508)	1,004,882
Asset Management Reserve	2,146,785	454,259	454,259	(1,688,611)	912,432	912,432	455,452	455,452	(610,765)	757,119
Plant & Equipment Replacement Reserve	156,774	7,852	7,852	0	164,626	164,626	9,184	9,184	0	173,810
Banksia Park Reserve	147,303	7,378	86,426	(79,048)	154,680	154,680	8,629	90,483	(81,854)	163,309
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	145,111	7,268	7,268	0	152,379	152,379	8,501	8,501	0	160,879
Contiguous Local Authorities Group Reserve	21,105	1,057	1,057	0	22,163	22,163	1,236	1,236	0	23,399
Employee Leave Reserve	3,030,303	0	0	0	3,030,303	3,030,303	0	0	0	3,030,303
Family Day Care Reserve	967,820	48,473	48,473	0	1,016,293	1,016,293	56,695	56,695	0	1,072,988
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0
Golf Course Cottage Reserve	48,417	2,425	2,425	0	50,842	50,842	2,836	2,836	0	53,678
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
City Infrastructure Reserve	158,857	7,956	7,956	0	166,813	166,813	9,306	9,306	0	176,119
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	3,892,804	0	452,488	(123,751)	4,221,541	4,221,541	0	1,411,150	(128,082)	5,504,609
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	276,346	13,841	13,841	0	290,186	290,186	16,188	16,188	0	306,375
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	570,308	28,563	28,563	0	598,871	598,871	33,409	33,409	0	632,280
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	12,616,230	631,875	1,319,988	(2,122,406)	11,813,812	11,813,812	659,045	2,314,147	(1,068,210)	13,059,749
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 2 - Hard Infrastructure - Wellard	0	0	0	0	0	0	0	0	0	0
DCA 3 - Hard Infrastructure - Casuarina	0	0	38,534	(38,534)	0	0	0	38,534	(38,534)	0
DCA 4 - Hard Infrastructure - Anketell	(0)	0	20,517	(20,517)	(0)	(0)	0	20,517	(20,517)	(0)
DCA 5 - Hard Infrastructure - Wandl	(0)	0	47,056	(47,056)	(0)	(0)	0	47,056	(47,056)	(0)
DCA 6 - Hard Infrastructure - Mandogalup	(0)	0	17,996	(17,996)	(0)	(0)	0	17,996	(17,996)	(0)
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	4,302	(4,302)	0	0	0	4,302	(4,302)	0
DCA 9 - Soft Infrastructure - Wandl/Anketell	0	0	10,309	(10,309)	0	0	0	10,309	(10,309)	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	0	0	6,645	(6,645)	0	0	0	6,645	(6,645)	0
DCA 11 - Soft Infrastructure - Wellard East	0	0	0	0	0	0	0	0	0	0
DCA 12 - Soft Infrastructure - Wellard West	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 13 - Soft Infrastructure - Bertram	0	0	3,349	(3,349)	0	0	0	3,349	(3,349)	0
DCA 14 - Soft Infrastructure - Wellard/Leda	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 15 - Soft Infrastructure - City Site	0	0	0	0	0	0	0	0	0	0
Sub-Total Developer Contribution Reserves	(0)	631,875	148,708	(148,708)	(0)	(0)	659,045	148,708	(148,708)	(0)
Total Reserves	12,616,229	631,875	1,468,696	(2,271,114)	11,813,812	11,813,812	659,045	2,462,855	(1,216,918)	13,059,749

Appendix 8
Information on Reserves

	2034					2035				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	1,004,882	52,891	220,701	(265,200)	960,383	960,383	26,559	200,282	(284,153)	876,511
Asset Management Reserve	757,119	489,075	9,041,911	(632,142)	9,166,888	9,166,888	531,116	11,030,541	(327,133)	19,870,296
Plant & Equipment Replacement Reserve	173,810	9,148	2,860,094	0	3,033,903	3,033,903	83,900	3,583,709	0	6,617,612
Banksia Park Reserve	163,309	8,596	93,354	(84,759)	171,905	171,905	4,754	92,519	(87,765)	176,659
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	160,879	8,468	8,468	0	169,347	169,347	4,683	4,683	0	174,030
Contiguous Local Authorities Group Reserve	23,399	1,232	1,232	0	24,630	24,630	681	681	0	25,312
Employee Leave Reserve	3,030,303	0	0	0	3,030,303	3,030,303	0	0	0	3,030,303
Family Day Care Reserve	1,072,988	56,475	56,475	0	1,129,463	1,129,463	31,234	31,234	0	1,160,698
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0
Golf Course Cottage Reserve	53,678	2,825	2,825	0	56,503	56,503	1,563	1,563	0	58,066
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
City Infrastructure Reserve	176,119	9,270	9,270	0	185,389	185,389	5,127	5,127	0	190,515
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	5,504,609	0	1,636,362	(132,565)	7,008,406	7,008,406	0	0	(137,205)	6,871,201
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	306,375	16,126	16,126	0	322,500	322,500	8,919	8,919	0	331,419
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	632,280	33,279	33,279	0	665,559	665,559	18,406	18,406	0	683,965
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	13,059,749	687,384	13,980,096	(1,114,665)	25,925,180	25,925,180	716,942	14,977,662	(836,256)	40,066,586
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 2 - Hard Infrastructure - Wellard	0	0	0	0	0	0	0	0	0	0
DCA 3 - Hard Infrastructure - Casuarina	0	0	38,534	(38,534)	0	0	0	38,534	(38,534)	0
DCA 4 - Hard Infrastructure - Anketell	(0)	0	20,517	(20,517)	(0)	(0)	0	20,517	(20,517)	(0)
DCA 5 - Hard Infrastructure - Wandl	(0)	0	47,056	(47,056)	(0)	(0)	0	47,056	(47,056)	(0)
DCA 6 - Hard Infrastructure - Mandogalup	(0)	0	17,996	(17,996)	(0)	(0)	0	17,996	(17,996)	(0)
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	4,302	(4,302)	0	0	0	4,302	(4,302)	0
DCA 9 - Soft Infrastructure - Wandl/Anketell	0	0	10,309	(10,309)	0	0	0	10,309	(10,309)	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	0	0	6,645	(6,645)	0	0	0	6,645	(6,645)	0
DCA 11 - Soft Infrastructure - Wellard East	0	0	0	0	0	0	0	0	0	0
DCA 12 - Soft Infrastructure - Wellard West	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 13 - Soft Infrastructure - Bertram	0	0	3,349	(3,349)	0	0	0	3,349	(3,349)	0
DCA 14 - Soft Infrastructure - Wellard/Leda	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 15 - Soft Infrastructure - City Site	0	0	0	0	0	0	0	0	0	0
Sub-Total Developer Contribution Reserves	(0)	687,384	14,128,804	(1,263,373)	25,925,179	25,925,179	716,942	15,126,370	(148,708)	40,066,586
Total Reserves	13,059,749	687,384	14,128,804	(1,263,373)	25,925,179	25,925,179	716,942	15,126,370	(148,708)	40,066,586

Appendix 8
Information on Reserves

	2036					2037				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	876,511	16,358	196,201	(304,459)	768,254	768,254	10,285	196,462	(326,213)	638,503
Asset Management Reserve	19,870,296	555,637	13,836,258	0	33,706,553	33,706,553	581,926	11,376,209	(350,434)	44,732,329
Plant & Equipment Replacement Reserve	6,617,612	123,506	4,550,379	0	11,167,992	11,167,992	149,518	3,747,612	0	14,915,604
Banksia Park Reserve	176,659	3,297	94,173	(90,876)	179,956	179,956	2,409	96,505	(94,096)	182,365
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	174,030	3,248	3,248	0	177,278	177,278	2,373	2,373	0	179,652
Contiguous Local Authorities Group Reserve	25,312	472	472	0	25,784	25,784	345	345	0	26,129
Employee Leave Reserve	3,030,303	0	0	0	3,030,303	3,030,303	0	0	0	3,030,303
Family Day Care Reserve	1,160,698	21,662	21,662	0	1,182,360	1,182,360	15,830	15,830	0	1,198,190
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0
Golf Course Cottage Reserve	58,066	1,084	1,084	0	59,149	59,149	792	792	0	59,941
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
City Infrastructure Reserve	190,515	3,556	3,556	0	194,071	194,071	2,598	2,598	0	196,669
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	6,871,201	0	0	(142,007)	6,729,194	6,729,194	0	0	(146,977)	6,582,217
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	331,419	6,185	6,185	0	337,604	337,604	4,520	4,520	0	342,124
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	683,965	12,765	12,765	0	696,730	696,730	9,328	9,328	0	706,057
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	40,066,586	747,770	18,725,984	(537,342)	58,255,228	58,255,228	779,924	15,452,575	(917,720)	72,790,084
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 2 - Hard Infrastructure - Wellard	0	0	0	0	0	0	0	0	0	0
DCA 3 - Hard Infrastructure - Casuarina	0	0	38,534	(38,534)	0	0	0	38,534	(38,534)	0
DCA 4 - Hard Infrastructure - Anketell	(0)	0	20,517	(20,517)	(0)	(0)	0	20,517	(20,517)	(0)
DCA 5 - Hard Infrastructure - Wandil	(0)	0	47,056	(47,056)	(0)	(0)	0	47,056	(47,056)	(0)
DCA 6 - Hard Infrastructure - Mandogalup	(0)	0	17,996	(17,996)	(0)	(0)	0	17,996	(17,996)	(0)
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	4,302	(4,302)	0	0	0	4,302	(4,302)	0
DCA 9 - Soft Infrastructure - Wandil/Anketell	0	0	10,309	(10,309)	0	0	0	10,309	(10,309)	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	0	0	6,645	(6,645)	0	0	0	6,645	(6,645)	0
DCA 11 - Soft Infrastructure - Wellard East	0	0	0	0	0	0	0	0	0	0
DCA 12 - Soft Infrastructure - Wellard West	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 13 - Soft Infrastructure - Bertram	0	0	3,349	(3,349)	0	0	0	3,349	(3,349)	0
DCA 14 - Soft Infrastructure - Wellard/Leda	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 15 - Soft Infrastructure - City Site	0	0	0	0	0	0	0	0	0	0
Sub-Total Developer Contribution Reserves	(0)	747,770	148,708	(148,708)	(0)	(0)	779,924	148,708	(148,708)	(0)
Total Reserves	40,066,586	747,770	18,874,692	(686,050)	58,255,228	58,255,228	779,924	15,601,283	(1,066,428)	72,790,083

Appendix 8
Information on Reserves

	2038					2039				
	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest)	Transfers Out (-)	Closing Balance
Reserve	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	638,503	7,136	199,868	(349,519)	488,852	488,852	4,502	204,019	(374,488)	318,384
Asset Management Reserve	44,732,329	607,327	15,011,758	(362,699)	59,381,388	59,381,388	633,921	18,849,808	(375,393)	77,855,802
Plant & Equipment Replacement Reserve	14,915,604	166,688	4,968,165	0	19,883,769	19,883,769	183,097	6,255,059	0	26,138,828
Banksia Park Reserve	182,365	2,038	99,467	(97,429)	184,403	184,403	1,698	102,576	(100,878)	186,101
City Assist Initiative Reserve	0	0	0	0	0	0	0	0	0	0
Community Services & Emergency Relief Reserve	179,652	2,008	2,008	0	181,659	181,659	1,673	1,673	0	183,332
Contiguous Local Authorities Group Reserve	26,129	292	292	0	26,421	26,421	243	243	0	26,664
Employee Leave Reserve	3,030,303	0	0	0	3,030,303	3,030,303	0	0	0	3,030,303
Family Day Care Reserve	1,198,190	13,390	13,390	0	1,211,580	1,211,580	11,157	11,157	0	1,222,737
Future Community Infrastructure Reserve	0	0	0	0	0	0	0	0	0	0
Golf Course Cottage Reserve	59,941	670	670	0	60,611	60,611	558	558	0	61,169
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
City Infrastructure Reserve	196,669	2,198	2,198	0	198,867	198,867	1,831	1,831	0	200,698
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Rates Strategy Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	6,582,217	0	0	(152,121)	6,430,096	6,430,096	0	0	(157,446)	6,272,650
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	342,124	3,823	3,823	0	345,947	345,947	3,186	3,186	0	349,133
Street Tree Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Workers Compensation Reserve	706,057	7,890	7,890	0	713,948	713,948	6,574	6,574	0	720,522
Youth Engagement Reserve	0	0	0	0	0	0	0	0	0	0
Sub-Total Municipal Reserves	72,790,084	813,461	20,309,529	(961,768)	92,137,845	92,137,845	848,440	25,436,685	(1,008,205)	116,566,325
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 2 - Hard Infrastructure - Wellard	0	0	0	0	0	0	0	0	0	0
DCA 3 - Hard Infrastructure - Casuarina	0	0	38,534	(38,534)	0	0	0	38,534	(38,534)	0
DCA 4 - Hard Infrastructure - Anketell	(0)	0	20,517	(20,517)	(0)	(0)	0	20,517	(20,517)	(0)
DCA 5 - Hard Infrastructure - Wandil	(0)	0	47,056	(47,056)	(0)	(0)	0	47,056	(47,056)	(0)
DCA 6 - Hard Infrastructure - Mandogalup	(0)	0	17,996	(17,996)	(0)	(0)	0	17,996	(17,996)	(0)
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	4,302	(4,302)	0	0	0	4,302	(4,302)	0
DCA 9 - Soft Infrastructure - Wandil/Anketell	0	0	10,309	(10,309)	0	0	0	10,309	(10,309)	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	0	0	6,645	(6,645)	0	0	0	6,645	(6,645)	0
DCA 11 - Soft Infrastructure - Wellard East	0	0	0	0	0	0	0	0	0	0
DCA 12 - Soft Infrastructure - Wellard West	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 13 - Soft Infrastructure - Bertram	0	0	3,349	(3,349)	0	0	0	3,348	(3,348)	0
DCA 14 - Soft Infrastructure - Wellard/Leda	(0)	0	0	0	(0)	(0)	0	0	0	(0)
DCA 15 - Soft Infrastructure - City Site	0	0	0	0	0	0	0	0	0	0
Sub-Total Developer Contribution Reserves	(0)	813,461	148,708	(148,708)	(0)	(0)	848,440	148,707	(148,707)	(0)
Total Reserves	72,790,083	813,461	20,458,237	(1,110,476)	92,137,845	92,137,845	848,440	25,585,392	(1,156,912)	116,566,325

Information on Reserves - Reserve Purposes

Reserve name	Purpose of the reserve:
Aged Persons Unit Reserve	to be used to provide funds for the capital acquisition and maintenance of the Aged Persons Units, Callistemon Court.
Asset Management Reserve	to be used to provide funds for renewal projects for the City's building and infrastructure assets, thereby extending the useful economic life of such assets.
Plant & Equipment Replacement Reserve	to be used to replace existing fleet, plant and other City assets.
Banksia Park Reserve	to be used to provide funds for the capital acquisitions and maintenance of the Banksia Park Retirement Village.
City Assist Initiative Reserve	to be used to provide for infrastructure and other initiatives to enhance the safety and security of the City.
Community Services & Emergency Relief Reserve	to be used to provide funding to alleviate the effect of any disaster within the City of Kwinana boundaries and to provide funds to develop community services.
Contiguous Local Authorities Group Reserve	to be used to restrict funds received for the prevention, control and education of mosquito management.
Employee Leave Reserve	to be used to ensure that adequate funds are available to finance employee leave entitlements.
Family Day Care Reserve	to be used to provide for the capital acquisitions and maintenance of this facility.
Golf Course Cottage Reserve	to be used to provide funds for the maintenance of this building.
Information Technology Reserve	to be used for the implementation and maintenance of the City's software requirements.
City Infrastructure Reserve	to be used to provide funds to create new City assets or for the major upgrade of City assets to increase the service level provided by the asset.
Public Art Reserve	to be used to receive monies paid as cash-in-lieu for public art and the provision of public art expenditure under this Local Planning Policy 5.
Rates Strategy Reserve	to be used to assist in the future management of the City's rating strategy.
Refuse Reserve	to be used to provide funds for the costs and subsidy of Waste Management in the City.
Restricted Grants and Contributions Reserve	to be used to restrict funds, being city funds, grants and contributions, required to complete projects from prior financial years.
Settlement Agreement Reserve	to be used to provide funds to account for future negotiated settlement agreement payments.
Street Tree Replacement Reserve	to be used to achieve the objectives of Local Planning Policy 2: Streetscapes where replacement of street trees is required.

Workers Compensation Reserve	to be used to fund workers compensation costs incurred by the City where the maximum contribution amount for a previous year has been reached and there is a claim which remains open and requires to City to pay costs relating to the open claims in the current and future years.
Youth Engagement Reserve	to be used to assist with youth engagement and diversion initiatives.
DCA 1 - Hard Infrastructure - Bertram	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 1 - Hard Infrastructure Bertram.
DCA 2 - Hard Infrastructure - Wellard	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 2 - Hard Infrastructure Wellard.
DCA 3 - Hard Infrastructure - Casuarina	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 3 - Hard Infrastructure Casuarina.
DCA 4 - Hard Infrastructure - Anketell	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 4 - Hard Infrastructure Anketell.
DCA 5 - Hard Infrastructure - Wandii	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 5 - Hard Infrastructure Wandii.
DCA 6 - Hard Infrastructure - Mandogalup	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 6 - Hard Infrastructure Mandogalup.
DCA 7 - Hard Infrastructure - Mandogalup West	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 7 - Hard Infrastructure Mandogalup West.
DCA 8 - Soft Infrastructure - Mandogalup	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 8 - Soft Infrastructure Mandogalup.
DCA 9 - Soft Infrastructure - Wandii/Anketell	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 9 - Soft Infrastructure Wandii/Anketell.
DCA 10 - Soft Infrastructure - Casuarina/Anketell	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 10 - Soft Infrastructure Casuarina/Anketell.
DCA 11 - Soft Infrastructure - Wellard East	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 11 - Soft Infrastructure Wellard East.
DCA 12 - Soft Infrastructure - Wellard West	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 12 - Soft Infrastructure Wellard West.

DCA 13 - Soft Infrastructure - Bertram	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 13 - Soft Infrastructure Bertram.
DCA 14 - Soft Infrastructure - Wellard/Leda	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 14 - Soft Infrastructure Wellard/Leda.
DCA 15 - Soft Infrastructure - City Site	to be used to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 15 - Soft Infrastructure City Site.

**Appendix 9
Assumptions**

Inflation Year	Multiplier Year																					
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Rates	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Grants & Contributions	1.50%	2.00%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Fees and Charges	1.50%	2.00%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Interest Earnings	2.23%	2.49%	2.75%	3.00%	3.26%	3.52%	3.78%	4.04%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%
Other Revenue	1.50%	2.00%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Salaries & Wages	1.50%	2.00%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Superannuation	9.50%	9.50%	10.00%	10.50%	11.00%	11.50%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%	12.00%	12.00%	
Superannuation Co-Contribution	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Total Superannuation	12.00%	12.00%	12.50%	13.00%	13.50%	14.00%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	14.50%	
Other Employee Costs	1.50%	2.00%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	
Workers Compensation Premium	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Population	47,314	49,837	52,360	54,883	57,406	59,929	62,452	64,975	67,498	70,021	72,544	75,067	77,590	80,113	82,636	85,159	85,158	85,158	85,158	85,158	85,158	
Dwellings	18,787	19,540	20,292	21,104	21,916	22,720	23,524	24,332	25,139	25,939	26,738	27,510	28,281	29,003	29,724	30,357	30,989	30,989	30,989	30,989	30,989	
Growth Rate	4.33%	4.01%	3.85%	4.00%	3.85%	3.67%	3.54%	3.43%	3.32%	3.18%	3.08%	2.89%	2.80%	2.55%	2.49%	2.13%	2.08%	0.00%	0.00%	0.00%	0.00%	
Materials & Contracts	1.50%	2.00%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	
Utilities	3.30%	3.40%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	
Interest Rates - Borrowings 5 Year Fixed	3.23%	3.49%	3.75%	4.00%	4.26%	4.52%	4.78%	5.04%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	
Interest Rates - Borrowings 10 Year Fixed	3.78%	4.02%	4.26%	4.50%	4.74%	4.98%	5.22%	5.46%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	5.70%	
Interest Rates - Borrowings 15 Year Fixed	4.17%	4.38%	4.58%	4.79%	4.99%	5.20%	5.40%	5.61%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	
Insurance Expenses	0.00%	2.00%	2.50%	2.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	