

20 Year Long Term Financial Plan

2020/2021 to 2039/2040

December 2019



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	30
Appendix Five – Detailed Capital Expenditure	31
Appendix Six – Summary Capital Expenditure Funding	34
Appendix Seven – Information on Borrowings.....	35
Appendix Eight – Information on Reserves	45
Appendix Nine – Assumptions	56

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 2021 to 2040 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 2020 to 2039 and was adopted by Council at the Ordinary Council Meeting held on 12 December 2018.

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> - \$454m
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">• Assumed at the higher of 2.5% or forecast CPI<ul style="list-style-type: none">○ 2.5% up to 2024○ 3.0% in 2025○ 3.5% from 2026 onwards• Rates growth average increase of 2.71% 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 3.58% per annum• New operating costs (relating to increases in service levels or new services) over the 20 years of the <i>Plan</i> - \$89m• Additional Workforce Plan costs required over the 20 years of the <i>Plan</i> - \$85m

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 1.75% in 2019/2020. It is projected to increase to 2.25% in 2020/2021 and then to 2.5% in 2021/2022 and 2022/2023. From 2023/2024 onwards the City has made its own assumptions:
 - 3.00% 2023/2024.
 - 3.50% from 2024/2025.

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 \$49.5 million, which is gradually depleted to fund capital projects over the first 14 years of the *Plan*. New loan borrowings are required to fund capital projects between the 2021 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 \$86 million.

Key Changes since the Previous Long Term Financial Plan

The *previous Plan* for the period 2020 to 2039 was adopted by Council in December 2019. The key changes in the current update are:

- The *Plan* projects an average rate increase of the higher of 2.5% or CPI, on the base rates with a growth in the rates base of an average 2.71% per annum. The previous *Plan* forecast rate increases of 3.5% per annum.
- Assumption of a 2% staff vacancy rate to reduce the surplus in employment savings each year. To mitigate risk, an Employment Contingency Reserve will be created with the first year's savings.
- Rescheduling the upgrade of the Koorliny Arts Centre out by five years and Community Infrastructure Projects out by three years resulting in savings in loan funding, staffing and operating expenses.

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 2018)	43,511
Distance between Perth CBD and the Kwinana City Centre	39km
Rateable properties (Budget 2019/2020)	18,265
Public open spaces (November 2018)	159

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, and continued as planned in 2019/2020. 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; and
5. Must be to fund capital expenditure.

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 annually, 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 —*

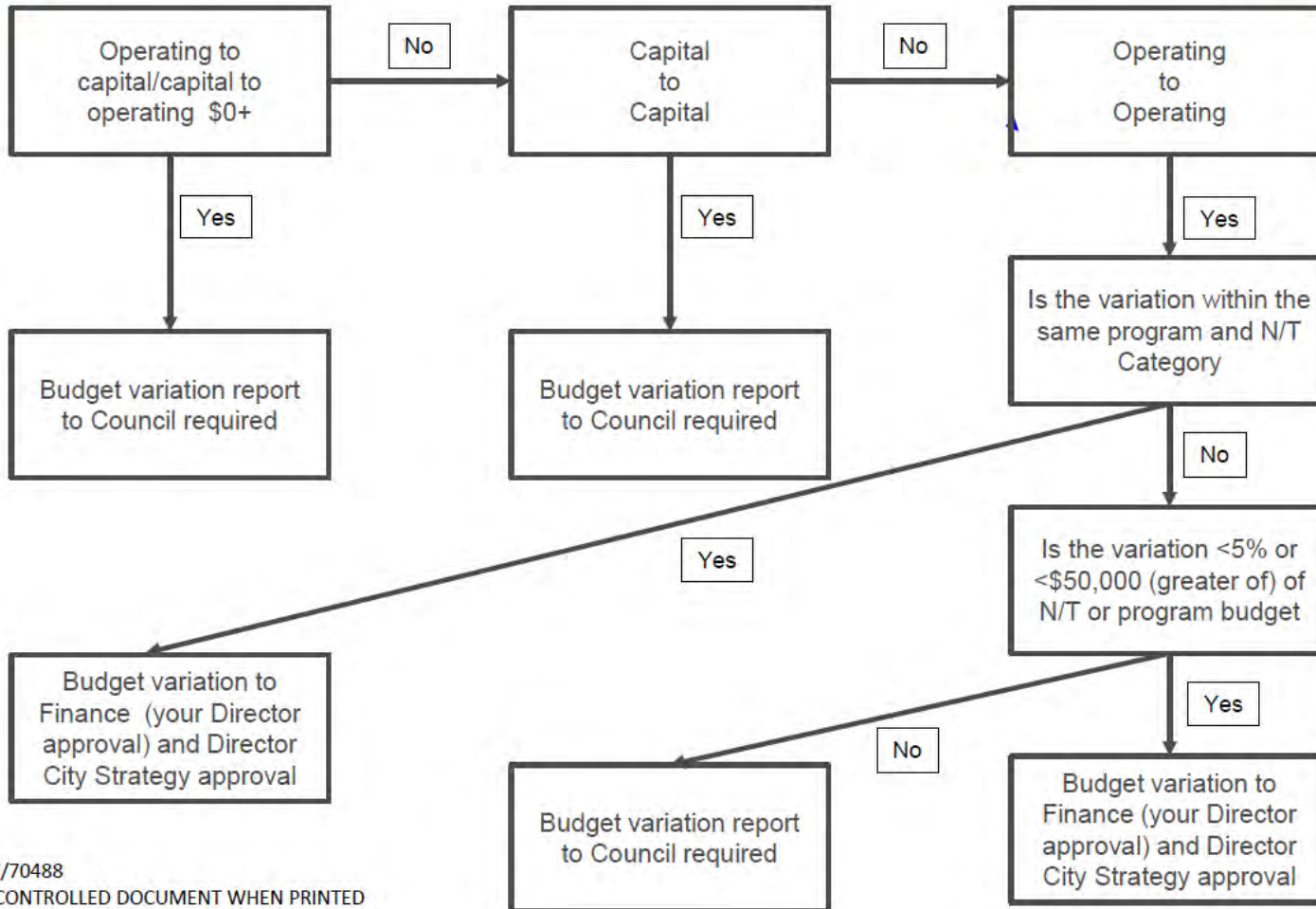
(a) is incurred in a financial year before the adoption of the annual budget by the local government; or

(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



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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 2019/2020 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 2.71% per annum for the <i>Plan</i>. • Increases in dwellings is used to forecast additional rates revenue.
Consumer Price Index (CPI)	<ul style="list-style-type: none"> • For the year to June 2019, CPI for Perth increased 1.6%. • The Department of Treasury have provided forecast data to 2022/2023. Perth CPI is forecast by the Department of Treasury to grow at 1.75% in 2019/2020, and is projected to increase to 2.25% in 2020/2021, then to 2.50% for 2021/2022 and 2022/2023. • From 2023/2024 onwards the City has made its own assumptions: <ul style="list-style-type: none"> ○ 3% in 2023/2024. ○ 3.5% from 2024/2025. <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 2020/2021	The baseline for the <i>Plan</i> is the adopted Annual Budget for 2019/2020 adjusted for any one off income or expenditure items. Year one of the <i>Plan</i> will inform the Annual Budget 2020/2021.
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"> • Annual increases assumed at the higher of 2.5% or forecast CPI <ul style="list-style-type: none"> ○ 2.5% up to 2024 ○ 3.0% in 2025 ○ 3.5% from 2026 onwards • 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 1.38%. This rate (1.38%) is applied to Salaries and Wages for the whole of the <i>Plan</i>. • Assuming a 2% staff vacancy rate for the life of the <i>Plan</i> to reduce the surplus in employment savings each year. To mitigate risk, and Employment Contingency Reserve will be created with the savings made in the first year.
Materials and Contracts	Materials and Contracts are increased in line with CPI expectations.

Utility Charges	<ul style="list-style-type: none"> WALGA reports the increase in cost for electricity and street lighting as 5.8% for 2018/19. This increase has been applied to the first year of the plan with subsequent increases equal to CPI 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"> Insurance expenses are 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 2029/2030. For five, ten and fifteen year fixed term loans, the following assumptions are included in the <i>Plan</i>:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>5 Year Fixed Loan</th> <th>10 Year Fixed Loan</th> <th>15 Year Fixed Loan</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>1.55%</td> <td>1.94%</td> <td>2.38%</td> </tr> <tr> <td>2021/22</td> <td>1.74%</td> <td>2.14%</td> <td>2.56%</td> </tr> <tr> <td>2022/23</td> <td>2.17%</td> <td>2.57%</td> <td>2.96%</td> </tr> <tr> <td>2023/24</td> <td>2.60%</td> <td>3.00%</td> <td>3.35%</td> </tr> <tr> <td>2024/25</td> <td>3.03%</td> <td>3.43%</td> <td>3.74%</td> </tr> <tr> <td>2025/26</td> <td>3.46%</td> <td>3.86%</td> <td>4.14%</td> </tr> <tr> <td>2026/27</td> <td>3.89%</td> <td>4.30%</td> <td>4.53%</td> </tr> <tr> <td>2027/28</td> <td>4.32%</td> <td>4.73%</td> <td>4.92%</td> </tr> <tr> <td>2028/29</td> <td>4.75%</td> <td>5.16%</td> <td>5.31%</td> </tr> <tr> <td>2029/30+</td> <td>5.19%</td> <td>5.59%</td> <td>5.71%</td> </tr> </tbody> </table>	Year	5 Year Fixed Loan	10 Year Fixed Loan	15 Year Fixed Loan	2020/21	1.55%	1.94%	2.38%	2021/22	1.74%	2.14%	2.56%	2022/23	2.17%	2.57%	2.96%	2023/24	2.60%	3.00%	3.35%	2024/25	3.03%	3.43%	3.74%	2025/26	3.46%	3.86%	4.14%	2026/27	3.89%	4.30%	4.53%	2027/28	4.32%	4.73%	4.92%	2028/29	4.75%	5.16%	5.31%	2029/30+	5.19%	5.59%	5.71%
Year	5 Year Fixed Loan	10 Year Fixed Loan	15 Year Fixed Loan																																										
2020/21	1.55%	1.94%	2.38%																																										
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2027/28	4.32%	4.73%	4.92%																																										
2028/29	4.75%	5.16%	5.31%																																										
2029/30+	5.19%	5.59%	5.71%																																										
Repayment Terms of Loans	All new borrowings are based on 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 equal to 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 Employment Contingency Reserve has been created with the savings from an assumed 2% staff vacancy rate in the first year. This Reserve is to be established to ensure that adequate funds are available to finance employee costs. • 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 2040 these funds have been reimbursed to the Employee Leave Reserve. • To assist in funding, the renewal and replacement of Assets, the interest on the Employee Leave and Refuse Reserves for 																																												

	<p>the life of the plan has been allocated to the Asset Management Reserve.</p> <ul style="list-style-type: none"> • \$3,785,141 was transferred from the Refuse Reserve to the Asset Management Reserve in 2019. In the years 2040 these funds have been reimbursed to the Refuse Reserve. • Transfers to the Asset Management Reserve occur in surplus years to cover the funding of capital projects in future years.
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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 approach 0% by the end of the *Plan*. The reduction of rate increases, combined with increasing costs sees the City unable to achieve its target based on current assumptions.

This ratio includes non-cash expenses which includes depreciation. 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 2039, 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 seven years of the *Plan* to 2027, 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 2025 as funds are beginning to be repaid in full, the City's ratio is 3.13 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 increase on the base rates using the higher of 2.5% or CPI 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 2034 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

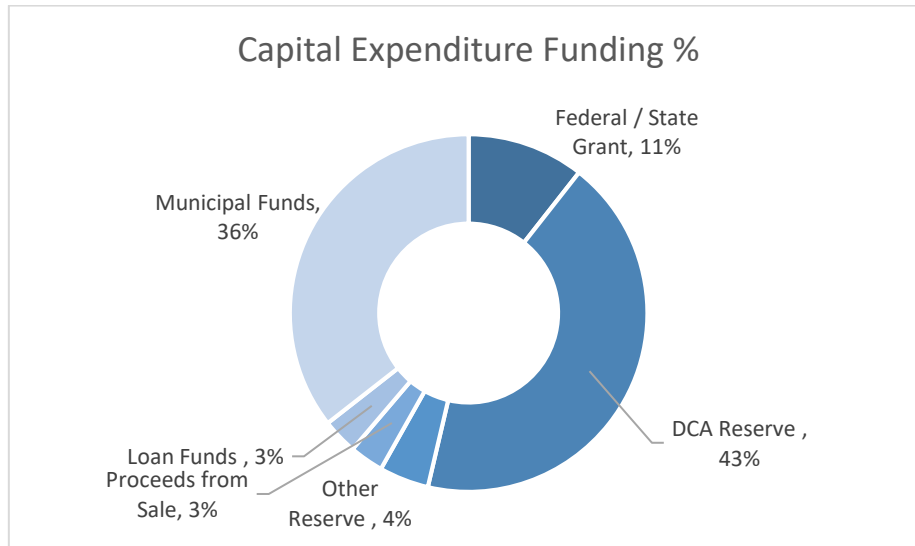
The *Plan* commences with an opening reserve fund cash balance of \$49.5 million, which is gradually depleted to fund capital projects over the first 13 years of the *Plan*. The reserve balance is as low as \$11.5 million by June 2033. New loan borrowings are required to fund capital projects between the 2021 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 \$86 million.

Capital Expenditure Funding

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

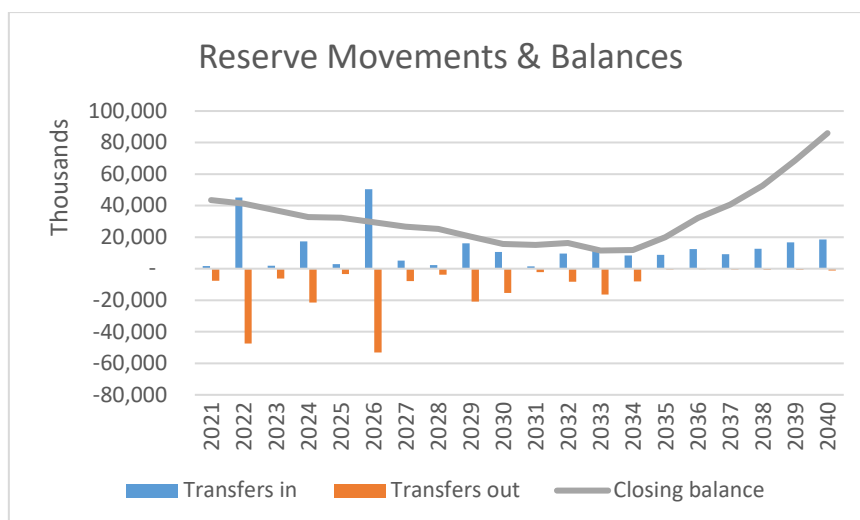
Detailed analysis has been undertaken, year by year, project by project, to evaluate the appropriate method of funding whilst aiming to maintain a conservative rates increases and achieving a balanced budget surplus each year. The below chart summarises the percentage mix of funding for the \$454 million 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 2034
- The reserve balance increases steadily from 2033/2034, due to available operating surpluses in the later years.



Loans

There are \$14.5 million 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 \$14.5 million are detailed in Appendix Seven.

The maximum balance owing is estimated to be \$20.2 million at the commencement of the *Plan*. This reduces gradually over the life of the *Plan*, with the final loan being drawn down in 2027. 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.
Integration of Developer Contribution Schemes	With the Cost Apportionment Schedules adopted and being reviewed annually, the costing of projects and projection of timing of receipts as well as expenditure should become more defined.
Latitude 32 development	The <i>Plan</i> does not yet include projected income from the Latitude 32 commercial development. Although not expected to take off until 2030, the City will endeavour to capture this potential income in future Plans.

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 2.5% 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*.

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

The second scenario considers the rates increases being 1% more than the current estimates. This scenario might be entertained if it is deemed necessary to bring forward a project or introduce a new level of service.

Scenarios	Rates Increase %				Impact on Cash \$m		
	2021	2022	2023	2024	1 Year Impact (2021)	4 Year Impact (2024)	20 Year Impact (2040)
Proposed Plan	2.5%	2.5%	2.5%	2.5%			
1% less of an increase	1.5%	1.5%	1.5%	1.5%	(\$0.4m)	(\$4.48m)	(\$163.9m)
1% more of an increase	3.5%	3.5%	3.5%	3.5%	\$0.4m	\$4.48m	\$163.9m

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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
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	41,613	43,812	46,092	48,518	51,272	54,410	57,711	61,177	64,800	68,602	72,534	76,658	80,876	85,294	89,720	94,352	97,654	101,072	104,610	108,271
Operating Grants, Subsidies and Contributions	8,286	8,473	8,685	8,902	9,169	9,490	9,822	10,166	10,521	10,890	11,271	11,665	12,074	12,496	12,933	13,386	13,855	14,340	14,841	15,361
Fees and Charges	12,431	12,711	13,029	13,355	13,755	14,237	14,735	15,251	15,784	16,337	16,909	17,500	18,113	18,747	19,403	20,082	20,785	21,512	22,265	23,045
Interest Earnings	2,013	2,026	2,192	2,292	2,365	2,536	2,621	2,692	2,812	2,755	2,596	2,652	2,594	2,581	2,791	3,334	4,084	4,653	5,403	6,374
Other Revenue	746	791	831	951	930	1,051	1,076	1,055	1,109	1,251	1,312	1,301	1,330	1,276	1,370	1,359	1,672	1,601	1,474	1,491
Revenue from operating activities	65,090	67,813	70,829	74,016	77,490	81,724	85,965	90,340	95,027	99,834	104,621	109,777	114,986	120,395	126,218	132,512	138,050	143,178	148,594	154,542
Expenditure from operating activities																				
Employee Costs	(28,630)	(29,437)	(30,272)	(31,130)	(32,167)	(33,397)	(34,557)	(35,757)	(36,999)	(38,285)	(39,615)	(40,992)	(42,416)	(43,743)	(45,264)	(46,838)	(48,466)	(50,152)	(51,896)	(53,702)
Materials and Contracts	(28,173)	(28,226)	(28,932)	(29,655)	(30,545)	(31,614)	(32,720)	(33,866)	(35,051)	(36,278)	(37,547)	(38,862)	(40,222)	(41,286)	(42,731)	(44,227)	(45,775)	(47,377)	(49,035)	(50,751)
Utility Charges	(2,516)	(2,572)	(2,637)	(2,703)	(2,784)	(2,881)	(2,982)	(3,086)	(3,194)	(3,306)	(3,422)	(3,542)	(3,665)	(3,794)	(3,927)	(4,064)	(4,206)	(4,353)	(4,506)	(4,664)
Depreciation on Non-Current Assets	(14,519)	(14,845)	(15,217)	(15,597)	(16,065)	(16,627)	(17,209)	(17,811)	(18,435)	(19,080)	(19,748)	(20,439)	(21,154)	(21,895)	(22,661)	(23,454)	(24,275)	(25,125)	(26,004)	(26,914)
Interest Expenses	(964)	(944)	(814)	(842)	(780)	(724)	(767)	(738)	(600)	(472)	(388)	(322)	(262)	(206)	(163)	(126)	(99)	(90)	(90)	(90)
Insurance Expenses	(586)	(599)	(614)	(629)	(648)	(671)	(695)	(719)	(744)	(770)	(797)	(825)	(854)	(884)	(915)	(947)	(980)	(1,014)	(1,049)	(1,086)
Other Expenditure	(113)	(115)	(118)	(121)	(125)	(129)	(134)	(138)	(143)	(148)	(153)	(159)	(164)	(95)	(98)	(101)	(105)	(109)	(112)	(116)
Expenditure from operating activities	(75,501)	(76,739)	(78,604)	(80,678)	(83,114)	(86,042)	(89,064)	(92,115)	(95,166)	(98,338)	(101,670)	(105,139)	(108,739)	(111,902)	(115,757)	(119,756)	(123,906)	(128,220)	(132,693)	(137,323)
Operating activities excluded from budget																				
Add back Depreciation	14,519	14,845	15,217	15,597	16,065	16,627	17,209	17,811	18,435	19,080	19,748	20,439	21,154	21,895	22,661	23,454	24,275	25,125	26,004	26,914
Amount attributable to operating activities	4,608	5,919	7,442	8,935	10,442	12,309	14,110	16,036	18,295	20,576	22,699	25,077	27,402	30,388	33,121	36,211	38,419	40,083	41,905	44,133
New Operating Proposals																				
New Employment Expenses	(169)	(368)	(479)	(783)	(905)	(869)	(1,684)	(2,672)	(2,766)	(3,846)	(5,129)	(5,308)	(5,494)	(6,361)	(7,281)	(7,536)	(7,800)	(8,073)	(8,355)	(8,648)
New Service/Changes to Services Proposals	(672)	(731)	(1,171)	(1,205)	(1,469)	(1,898)	(2,398)	(3,171)	(3,517)	(4,262)	(5,016)	(5,254)	(5,517)	(6,200)	(7,242)	(7,323)	(7,410)	(8,087)	(7,967)	(8,158)
New Operating Proposals	(842)	(1,099)	(1,650)	(1,987)	(2,373)	(2,767)	(4,082)	(5,843)	(6,283)	(8,108)	(10,145)	(10,562)	(11,011)	(12,560)	(14,523)	(14,859)	(15,209)	(16,160)	(16,322)	(16,805)
Amount available for capital and other commitments	3,767	4,819	5,792	6,948	8,069	9,541	10,028	10,193	12,012	12,468	12,554	14,515	16,391	17,828	18,599	21,352	23,210	23,923	25,583	27,328
Investing activities																				
Grants, Subsidies and Contributions	1,701	46,064	12,375	18,365	5,776	48,810	5,381	2,575	14,850	10,922	2,003	7,189	12,409	7,872	1,882	1,948	2,016	2,087	2,160	2,235
Proceeds from Disposal of Assets	867	419	438	637	622	353	580	624	694	755	499	596	924	732	727	830	698	535	1,141	1,279
Land and Buildings	(4,785)	(503)	(3,359)	(5,298)	(1,215)	(7,662)	(8,148)	(4,078)	(16,557)	(14,849)	(1,216)	(8,444)	(15,486)	(9,639)	(2,199)	(1,970)	(1,773)	(1,559)	(1,263)	(1,288)
Plant, Furniture and Equipment	(3,071)	(1,382)	(1,326)	(1,513)	(1,405)	(838)	(1,391)	(1,714)	(1,803)	(1,697)	(1,659)	(1,448)	(2,279)	(1,953)	(1,772)	(1,855)	(1,718)	(1,400)	(2,639)	(3,373)
Infrastructure Assets - Roads	(2,873)	(9,343)	(17,533)	(13,843)	(8,541)	(8,975)	(3,817)	(3,951)	(8,399)	(4,232)	(4,380)	(4,534)	(4,692)	(4,856)	(5,026)	(5,202)	(5,384)	(5,573)	(5,768)	(5,970)
Infrastructure Assets - Parks and Reserves	(588)	(38,968)	(1,761)	(5,588)	(2,036)	(40,556)	(3,733)	(1,080)	(1,973)	(4,982)	(6,033)	(4,140)	(9,460)	(7,572)	(1,859)	(982)	(6,870)	(4,652)	(1,341)	(1,388)
Infrastructure Assets - Footpaths	(51)	(664)	(53)	(944)	(259)	(268)	(277)	(287)	(297)	(308)	(318)	(329)	(341)	(353)	(365)	(378)	(391)	(405)	(747)	(434)
Infrastructure Assets - Drainage	(913)	(260)	(541)	(1,460)	(281)	(3,558)	(302)	(312)	(323)	(334)	(346)	(358)	(371)	(384)	(397)	(411)	(425)	(440)	(456)	(472)
Infrastructure Assets - Street Lighting	(28)	(60)	(61)	(303)	(65)	(67)	(69)	(72)	(74)	(77)	(80)	(82)	(85)	(88)	(91)	(95)	(98)	(101)	(105)	(108)
Infrastructure Assets - Bus Shelters	(37)	(38)	(51)	(53)	(55)	(57)	(60)	(62)	(65)	(68)	(71)	(74)	(77)	(81)	(84)	(88)	(91)	(95)	(100)	(104)
Infrastructure Assets - Car Parks	(305)	(208)	(0)	(219)	(0)	(233)	(0)	(250)	(0)	(267)	(0)	(286)	(297)	(307)	(318)	(329)	(340)	(352)	(364)	(377)
Amount attributable to investing activities	(10,084)	(4,942)	(11,873)	(10,219)	(7,459)	(13,052)	(11,835)	(8,607)	(13,948)	(15,136)	(11,602)	(11,911)	(19,794)	(16,672)	(9,552)	(8,584)	(14,432)	(12,011)	(9,537)	(10,057)
Financing Activities																				
Proceeds from New Debentures	2,268	2,500	4,015	1,640	1,689	3,115	1,809	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Self-Supporting Loan Principal	17	18	18	19	20	20	21	22	22	23	24	25	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Transfer from Reserves	7,572	47,449	6,246	21,535	3,293	53,177	7,941	3,712	20,907	15,335	2,182	8,308	16,339	8,074	603	295	645	668	677	1,236
Repayment of Debentures	(1,889)	(4,683)	(2,229)	(2,549)	(2,800)	(2,433)	(2,779)	(3,035)	(2,969)	(2,114)	(1,668)	(1,328)	(1,362)	(934)	(776)	(601)	(228)	(0)	(0)	(0)
Transfer to Reserves	(1,651)	(45,161)	(1,970)	(17,374)	(2,811)	(50,368)	(5,185)	(2,284)	(16,024)	(10,577)	(1,490)	(9,609)	(11,574)	(8,294)	(8,874)	(12,462)	(9,196)	(12,581)	(16,723)	(18,508)
Amount attributable to financing activities	6,317	123	6,081	3,271	(610)	3,511	1,807	(1,585)	1,936	2,668	(952)	(2,604)	3,403	(1,155)	(9,047)	(12,768)	(8,778)	(11,913)	(16,045)	(17,271)
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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Operating Surplus Ratio <i>Target: > 2% with aim to achi</i>	-20%	-17%	-15%	-13%	-12%	-10%	-9%	-10%	-8%	-7%	-8%	-6%	-5%	-4%	-4%	-2%	-1%	-1%	0%	0%
Asset Sustainability Ratio <i>Target: 90% - 110%</i>	28%	27%	27%	31%	31%	39%	43%	30%	34%	49%	52%	42%	45%	33%	37%	32%	54%	41%	31%	34%
Adjusted Asset Sustainability <i>Target: 90% - 110%</i>	29%	27%	29%	31%	36%	50%	43%	30%	42%	50%	54%	59%	46%	41%	73%	80%	85%	83%	85%	72%
Debt Service Coverage Ratio <i>Target: > 3.00 with aim to act</i>	1.78	1.22	2.71	2.88	3.13	4.13	4.19	4.45	5.29	8.14	11.23	15.39	17.03	26.83	35.46	50.02	117.85	446.37	466.61	491.37
Rates Percentage Increase <i>Target: < 5%</i>	2.50%	2.50%	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%
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	Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	
City Engagement		87	63	147	148	198	158	749	1,281	1,397	1,961	2,674	2,711	2,924	3,542	4,264	4,348	4,568	4,658	4,893	4,989	
Community Safety	Public Area Lighting Plan	20																				
Community Services Admin	Additional Data for Community Wellbeing & Library Customer Survey	36		37		39		42		45		48		52		56		60		64		
DCA 10 - Local Community Centre Casuarina/Anketell	New Facility - Net Cost							68	141	146	151	156	161	167	173	179	185	192	198	205	213	
DCA 10 - Local Sporting Ground with Clubroom -	New Facility - Net Cost														46	96	100	103	107	110	114	
DCA 10 - Local Sporting Ground with Facility Building - Casuarina/Anketell	New Facility - Net Cost										10	21	21	22	23	24	25	26	26	27	28	
DCA 10,11,12,13 - District B Community Centre	New Facility - Net Cost														235	487	504	521	540	559	578	
DCA 10,11,12,13 - District B Youth Centre	New Facility - Net Cost														188	390	403	417	432	447	463	
DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West	New Facility - Net Cost			40	82	84	87	90	94	97	100	104	107	111	115	119	123	128	132	137	141	
DCA 14 - Local Sporting Ground with Facility Building - Wellard Village Primary School	New Facility - Net Cost										10	20	21	21	22	23	24	25	26	26	27	28
DCA 8 - Local Community Centre - Mandogalup	New Facility - Net Cost											75	156	161	167	173	179	185	192	198	205	213
DCA 8 - Local Sporting Ground with Facility Building - Mandogalup	New Facility - Net Cost							9	19	19	10	21	21	22	23	24	25	26	26	27	28	
DCA 8,9 - District A Youth Centre	New Facility - Net Cost										164	340	351	364	376	390	403	417	432	447	463	
DCA 8,9,10,11,12,13 - Branch Library (serves Districts A & B)	New Facility - Net Cost							275	570	590	610	632	654	677	700	725	750	776	804	832	861	
DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	New Facility - Net Cost										300	620	642	665	688	712	737	763	789	817	846	
DCA 8,9,10,11,12,13 - Hard Court Clubrooms (District A & B)	New Facility - Net Cost													59	122	126	131	135	140	145	150	
DCA 9 - Local Community Centre (large Scale) - Wandri	New Facility - Net Cost							185	383	396	410	424	439	454	470	487	504	521	540	559	578	
DCA 9 - Local Sporting Ground with Facility Building (Treeby Rd)	New Facility - Net Cost									10	20	21	21	22	23	24	25	26	26	27	28	
DCA 9 - Local Sporting Ground with Facility Building (Wandri Highschool Site)	New Facility - Net Cost										10	21	21	22	23	24	25	26	26	27	28	
DCA 9 - Local Sports Ground Clubroom - Honeywood	New Facility - Net Cost	31	63	65	66	68	71	73	76	78	81	84	87	90	93	96	100	103	107	110	114	
District C Sporting Ground Medina Oval Redevelopment (Not DCA funded)	New Facility - Net Cost															46	96	100	103	107	110	114
Youth Centre	Youth Well Being Survey expenditure			11		11		12		13		14		15		16		17		18		
Youth Centre	Youth Well Being Survey income			(5)		(6)		(6)		(6)		(7)		(7)		(8)		(9)		(9)		
City Infrastructure		330	500	762	875	1,028	1,290	1,504	1,683	1,803	1,945	2,057	2,119	2,414	2,403	2,428	2,554	2,644	2,908	2,854	2,855	
Asset Management	Asset Management Consultants	20	60	144	38	17	52	45	131	19	20	62	54	156	23	24	25	64	238	27		
City Operations	Review and Update of Groundwater Strategy				11					13				15						18		
City Operations	City Operations Service Review	20		22				24			27			30			33			36		
Infrastructure Maintenance	Additional contributed/converted infrastructure assets maintenance expenses	29	41	58	74	94	114	132	143	162	174	183	190	205	217	221	229	237	245	253	262	
Infrastructure Management Overheads	Engineering equipment battery replacements (traffic counters)				4		6	4	4	9				6		8	5	5	13			
Parks & Reserve Maintenance	Additional contributed/converted parks and reserves assets maintenance expenses	261	400	560	725	917	1,118	1,299	1,405	1,599	1,724	1,811	1,875	2,024	2,142	2,183	2,260	2,339	2,421	2,505	2,593	
City Legal		103	43	49	50	52	100	61	57	59	62	119	66	75	71	73	141	78	81	93	87	
Law, Order & Public Safety	Additional CCTV maintenance costs	15	21	27	27	28	29	30	31	32	33	35	36	37	38	40	41	43	44	46	47	
Law, Order & Public Safety	Bush Fire Risk Management Plan Review	31	10	11	11	11	12	12	13	13	14	14	15	16	16	17	18	19	18	18	19	
Law, Order & Public Safety	Portable Radios City Assist	5						6					7							9		
Law, Order & Public Safety	Community Emergency Services Risk Management Plan	41					47					55					66					
Law, Order & Public Safety	Infringement and Reporting System Annual Subscription	11	11	12	12	12	13	13	14	14	15	15	16	16	17	17	18	19	19	20	21	
City Regulation		102	0	0	0	113	58	0	0	0	134	69	0	0	0	159	82	0	0	0	0	
Mainstream Waste	Waste Management Strategy	51					58					69					82					
Strategic Planning	Additional consultants for Strategic Planning Projects/Scheme Reviews	51			113						134				159							
City Strategy		51	125	213	131	79	291	84	150	258	160	97	358	104	184	318	197	119	440	128	226	
Customer Services	Knowledge Base ongoing maintenance, subscription and training costs		21	21	22	23	23	24	25	26	27	28	29	30	31	32	33	34	35	36	38	
Elections	Election Year Expenses		104		109		117		125		134		143		153		164		176		189	
Financial Services - Rates	GRV Valuation Year			139		151		168		186		206		229								
Marketing & Communications	Community Perceptions survey to occur every two years	51	53		56		60		65		69		74		79		85		91			
Grand Total		672	731	1,171	1,205	1,469	1,898	2,398	3,171	3,517	4,262	5,016	5,254	5,517	6,200	7,242	7,323	7,410	8,087	7,967	8,158	

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

Position	Award Level	FTE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
City Engagement		44.00				80	165	170	853	1,583	1,638	2,544	3,511	3,634	3,761	4,475	5,233	5,417	5,606	5,802	6,005	6,216
Community Services - Community Centres																						
DCA 10 - Local Community Centre Staff	LGO CA 4/1	1.00							42	87	90	94	97	100	104	107	111	115	119	123	127	132
DCA 10 - Local Community Centre Staff	LGO CA 5/1	1.00							46	95	98	102	105	109	113	117	121	125	130	134	139	144
DCA 8 - Local Community Centre Staff	LGO CA 4/1	1.00										47	97	100	104	107	111	115	119	123	127	132
DCA 8 - Local Community Centre Staff	LGO CA 5/1	1.00										51	105	109	113	117	121	125	130	134	139	144
DCA 9 - Local Community Centre (large Scale)	LGO CA 4/1	1.00							42	87	90	94	97	100	104	107	111	115	119	123	127	132
DCA 9 - Local Community Centre (large Scale)	LGO CA 5/1	1.00							46	95	98	102	105	109	113	117	121	125	130	134	139	144
District B Community Centre Staff	LGO CA 4/1	2.00														107	222	230	238	246	255	264
District B Community Centre Staff	LGO CA 5/1	1.00														58	121	125	130	134	139	144
Local Community Centre/Clubroom District B (Wellard West)	LGO CA 4/1	1.00				38	79	81	84	87	90	94	97	100	104	107	111	115	119	123	127	132
Local Community Centre/Clubroom District B (Wellard West)	LGO CA 5/1	1.00				42	86	89	92	95	98	102	105	109	113	117	121	125	130	134	139	144
Community Services - Dry Recreation Centre																						
District A & B Dry Recreation Centre	LGO CA 3/1	5.00										236	487	505	522	540	559	579	599	620	642	664
District A & B Dry Recreation Centre	LGO CA 5/1	3.00										153	316	327	339	351	363	376	389	402	416	431
District A & B Dry Recreation Centre	LGO CA 7/1	1.00										61	126	130	135	140	145	150	155	160	166	172
Community Services - Library																						
District A & B Branch Library	LGO CA 3/1	5.00							212	440	455	471	487	505	522	540	559	579	599	620	642	664
District A & B Branch Library	LGO CA 5/1	4.00							184	380	394	407	422	436	452	468	484	501	518	537	555	575
District A & B Branch Library	LGO CA 6/1	1.00							49	102	106	109	113	117	121	125	130	134	139	144	149	154
Community Services - Youth Development																						
District A - Youth Centre	LGO CA 4/1	1.00										47	97	100	104	107	111	115	119	123	127	132
District A - Youth Centre	LGO CA 5/1	5.00										255	527	546	565	584	605	626	648	671	694	718
District A - Youth Centre	LGO CA 7/1	1.00							55	114	118	122	126	130	135	140	145	150	155	160	166	172
District B Youth Centre	LGO CA 3/1	1.00														54	112	116	120	124	128	133
District B Youth Centre	LGO CA 5/1	5.00														292	605	626	648	671	694	718
District B Youth Centre	LGO CA 7/1	1.00														70	145	150	155	160	166	172
City Infrastructure		4.00			87	179	184	190	197	306	317	328	452	468	484	501	519	537	556	575	595	616
Engineering Services																						
Engineering Technical Officer - Design	LGO CA 6/1	1.00								102	106	109	113	117	121	125	130	134	139	144	149	154
Engineering Technical Officer - Design/Projects	LGO CA 6/1	1.00											113	117	121	125	130	134	139	144	149	154
Engineering Technical Officer - Projects	LGO CA 6/1	1.00				89	92	95	99	102	106	109	113	117	121	125	130	134	139	144	149	154
Engineering Technical Officer - Traffic	LGO CA 6/1	1.00			87	89	92	95	99	102	106	109	113	117	121	125	130	134	139	144	149	154
City Legal		2.00		79	81	167	172	178	184	190	197	204	211	218	226	234	242	250	259	268	278	287
Essential Services																						
CCTV Maintenance and Enquiry Officer	LGO CA 5/1	1.00				83	86	89	92	95	98	102	105	109	113	117	121	125	130	134	139	144
Compliance Officer	LGO CA 5/1	1.00		79	81	83	86	89	92	95	98	102	105	109	113	117	121	125	130	134	139	144
City Regulation		1.60	54	146	150	153	158	102	106	109	113	117	121	126	130	135	139	144	149	154	160	165
Environmental Health																						
Environmental Health Officer	LGO CA 6/4	1.00		91	93	96	99	102	106	109	113	117	121	126	130	135	139	144	149	154	160	165
Environmental Health Officer - CLAG (Mosquito & Midge Technical Officer - 5Yrs)	LGO CA 6/4	0.60	54	55	56	57	59															0
City Strategy		1.32	96	98	101	103	106	110	114	118	122	126	131	135	140	145	150	155	160	166	172	178
Finance																						
Finance Officer - Rates	LGO CA 4/1	1.00	71	73	75	76	79	81	84	87	90	94	97	100	104	107	111	115	119	123	127	132
Marketing & Communications																						
Digital Communications Officer	LGO CA 5/1	0.32	25	25	26	27	27	28	29	30	31	33	34	35	36	37	39	40	41	43	44	46
Grand Total		52.92	149	323	419	681	784	750	1,453	2,306	2,387	3,319	4,426	4,581	4,741	5,489	6,283	6,503	6,731	6,966	7,210	7,463
Additional Employment Expenses																						
Superannuation			18	40	54	92	110	109	211	334	346	481	642	664	687	796	911	943	976	1,010	1,045	1,082
Workers Compensation			2	4	6	9	11	10	20	32	33	46	61	63	65	76	87	90	93	96	100	103
Total Additional Workforce Plan Costs			169	368	479	783	905	869	1,684	2,672	2,766	3,846	5,129	5,308	5,494	6,361	7,281	7,536	7,800	8,073	8,355	8,648

Appendix 5
Detailed Capital Expenditure
Note: Figures are 000's and costs are escalated

Project	Description of Works	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Buildings		4,785	503	3,359	3,416	1,215	7,662	8,148	4,078	16,557	14,849	1,216	8,444	15,486	9,639	2,199	1,970	1,773	1,559	1,263	1,288
Administration Building & Civic Centre Refurbishment		2,268																			
Arts & Cultural Centre Upgrade - Stage 1 of 3	Per Community Infrastructure Plan							121													
Arts & Cultural Centre Upgrade - Stage 2 of 3	Per Community Infrastructure Plan								1,186												
Arts & Cultural Centre Upgrade - Stage 3 of 3	Per Community Infrastructure Plan									1,227											
Building Contingency		102	104	107	109	113	117	121	125	129	134	138	143	148	153	159	164	170	176	182	189
Building Renewals - Per Building Asset Management Plan		263	268	275	282	290	301	311	322	333	345	357	1,365	1,429	1,585	1,921	1,682	1,475	1,251	944	958
Building Upgrades - Calista Oval Tennis Clubrooms	Installation of Modular Universal Accessible Toilet and Renovation of Existing Toilet	137																			
Building Upgrades & Renewal - Smirk Cottage	As per conservation management plan recommendations		52	27																	
DCA 10 - Local Community Centre Casuarina/Anketell	100% DCA Funded					168	1,657	1,715													
DCA 10 - Local Sporting Ground with Clubroom - Casuarina/Anketell												145	1,425	1,475							
DCA 10 - Local Sporting Ground with Facility Building - Casuarina/Anketell									50	492	509										
DCA 10,11,12,13 - District B Community Centre	19% City 81% DCA Funded (25% each DCA)												343	3,368	3,486						
DCA 10,11,12,13 - District B Youth Centre	19% City 81% DCA Funded (25% each DCA)												422	4,154	4,299						
DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West	3% City 97% DCA Funded			2,871	2,943																
DCA 14 - Local Sporting Ground with Facility Building - Wellard Village Primary School	Per Community Infrastructure Plan							48	475	492											
DCA 8 - Local Community Centre - Mandogalup	100% DCA Funded								187	1,837	1,901										
DCA 8 - Local Sporting Ground with Facility Building - Mandogalup	100% DCA Funded					45	443	459													
DCA 8,9 - District A Youth Centre	1% City 99% DCA Funded (50/50 DCA 8/9)								368	3,620	3,747										
DCA 8,9,10,11,12,13 - Branch Library (serves Districts A & B)	13% City 87% Funded (17% each DCA)					334	3,279	3,394													
DCA 8,9,10,11,12,13 - Dry Recreation Centre (serves Districts A & B)	13% City 87% Funded (17% each DCA)								747	7,348	7,605										
DCA 8,9,10,11,12,13 - Hard Court Clubrooms (District A & B)	12% City 88% Funded (17% each DCA)											472	4,638	4,801							
DCA 9 - Local Community Centre (large Scale) - Wandri	1% City 99% DCA Funded					181	1,778	1,841													
DCA 9 - Local Sporting Ground with Facility Building (Treeby Rd)	28% City 72% DCA Funded							48	475	492											
DCA 9 - Local Sporting Ground with Facility Building (Wandi Highschool)	28% City 72% DCA Funded								50	492	509										
DCA 9 - Local Sports Ground Clubroom - Honeywood	Honeywood Primary School Oval Pavilion 1% City 99% DCA Funded	1,013																			
Family Daycare Building Replacement of Playroom, Kitchenette and Toy Library		661																			
Family Daycare Playground Renewal		143																			
Operations Centre Upgrade	Subject to a feasibility study, works will be required to be undertaken within 5 years, further information will be known and included in the next review of the LTFP	0	0	0																	
Unallocated Projects		76	78	80	82	84	87	90	94	97	100	104	107	111	115	119	123	128	132	137	141
Animal Care Facility	Repair and refurbishment to ensure continued safety of City Officers, Members of Public and animals impounded.	85																			
Sloans Cottage	Works to make property safe, accessible and ready for lease by third party entity.	27																			
Darius Wells - Room Conversion	Darius Wells - conversion of small room to office for tenancy	10																			
Bus Shelters		37	38	51	53	55	57	60	62	65	68	71	74	116	124	132	140	145	150	155	161
Bus Shelters - New		0	12	13	13	14	15	16	17	18	20	21	22	24	25	27	28	29	30	31	32
Bus Shelters - Upgrade		37	26	38	39	41	42	43	45	47	48	50	52	92	98	105	112	116	120	124	128
Bus Shelters Renewal		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Car Parks		305	208	0	219	0	233	0	250	0	267	0	286	297	307	318	329	340	352	364	377
Car Park - New	Wandi Community Centre Car park	305																			
Car Park Renewal per Asset Management Plan		0	208	0	219	0	233	0	250	0	267	0	286	297	307	318	329	340	352	364	377

Appendix 5
Detailed Capital Expenditure
Note: Figures are 000's and costs are escalated

Project	Description of Works	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Computing Infrastructure		1,452	217	27	27	28	29	30	31	32	33	465	36	37	38	40	41	43	44	46	47
City Website Redevelopment	Website Redevelopment											430									
City Website Redevelopment	Website Redevelopment Stage 3 of 3		61																		
Computing Equipment	Various Computing Equipment Purchases as per Manager ICT/City Requirements	25	26	27	27	28	29	30	31	32	33	35	36	37	38	40	41	43	44	46	47
Corporate Business System including Electronic Infringement and Reporting System		1,365	191																		
Drainage		913	260	541	1,460	281	3,558	302	312	323	334	346	358	371	384	397	411	425	440	456	472
DCA 2 - Peel Sub N2 Drain - Lot 64 Woolcoat Rd				274																	
DCA 3 - Peel Sub O Drain - Casuarina							1,004														
DCA 3 - Peel Sub P Drain - Anketell Sth & Casuarina					1,187																
DCA 3 - Peel Sub P1 Drain - Casuarina							1,165														
DCA 3 - Peel Sub P1A Drain - Casuarina							1,098														
Drainage - New			373																		
Drainage - Upgrade		0	260	267	273	281	291	302	312	323	334	346	358	371	384	397	411	425	440	456	472
Drainage Renewals per Asset Management Plan		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Stormwater Management Infrastructure (DCA 1)	100% DCA Funded	540																			
Footpaths		51	664	53	944	259	268	277	287	297	308	318	329	341	353	365	378	391	405	747	434
Footpath - Upgrade		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Footpaths - New	Gilmore Ave; Thomas to Chisham. DOT 50/50 grant application in progress - 407 Muni 407k grant				890																
Footpaths - New	Parmelia Ave; Sulphur to Tunnicliffe. DOT 50/50 grant application in progress - 294k Muni 294k grant		612																		
Footpaths - New		0	0		203	210	217	225	233	241	249	258	267	276	286	296	306	317	656	340	
Footpath - Renewals	Forward works program to be developed in consultation with Operations Team	51	52	53	55	56	58	60	62	65	67	69	72	74	77	79	82	85	88	91	94
Furniture & Equipment		46	21	107	22	23	64	72	100		27	35		119			41		247		
Library - self check out station replacement	Replacement of 3 current stations upon reaching end of life			32					37					44					53		
Library - self check out stations for Community Centres		25					29					35					41				
Library - self returns shelves											27										
Public Art Acquisition	Public Art Acquisition to be fully funded by contributions to Public Art	20	21	21	22	23															
Recquatic - Plant and Equipment replacement and installation	Basketball backboard and supports replacement							60													88
Recquatic - Plant and Equipment replacement and installation	Court divider net						35														
Recquatic - Plant and Equipment replacement and installation	Replacement - pool blankets, buddy, lane ropes, pool cleaner, mats			53					62					74							88
Recquatic - Plant and Equipment replacement and installation	Score board installation and replacement							12													18
Land							1,882														
DCA 2,3,4,5,6,7 - Branch Library Land	9.43% DCA 2, 17.20% DCA 3, 10.84% DCA 4, 12.90% DCA 5, 29.89% DCA 6						753														
DCA 4.5 - Local Community Centre Land	39.99% DCA 4, 60.01% DCA 5				471																
DCA 4,5,6 - District Youth Centre Land	28.04% DCA 4, 42.07% DCA 5, 29.89% DCA 6				659																
Motor Vehicles		872	465	508	987	1,131	546	753	878	824	1,400	738	764	1,288	870	1,260	1,435	905	845	1,257	1,926
Plant Replacement Program - Light Fleet	Light Fleet	872	465	508	987	1,131	546	753	878	824	1,400	738	764	1,288	870	1,260	1,435	905	845	1,257	1,926

Appendix 5
Detailed Capital Expenditure
Note: Figures are 000's and costs are escalated

Project	Description of Works	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Parks & Reserves		588	38,968	1,761	5,588	2,036	40,556	3,733	1,080	1,973	4,982	6,033	4,140	9,460	7,572	1,859	982	6,870	4,652	1,341	1,388
Bertram Street Tree Planting Program	Bertram Street Tree Planting Program	112	114	117	120	124	128														
DCA 2,3,4,5,6,7 - District Sporting Ground	9.43% DCA 2, 17.20% DCA 3, 10.84% DCA 4, 12.90% DCA 5, 29.89% DCA 6				3,568																
DCA 3 - Casuarina Public Open Space							37,039														
DCA 4 - Anketell North Public Open Space			18,388																		
DCA 6 - Mandogalup Public Open Space			19,783																		
District C Sporting Ground (Medina Oval Extension/Upgrade)	77% City 23% DCA Funded												637	6,267	6,486						
Johnson Road Landscaping (G)	Install landscaping, inclusive of trees, mulch and groundcovers												215								
KIA Street Tree Planting Program (B)	KIA Street Tree Planting Program	76	78	80	82	84	87														
Public Open Space (POS) Upgrades - Parks for People Strategy		163	166	171	175	180	186	193	200	207	214	221	229	297	307	318	329	340	352	364	377
Public Open Space/Parks & Reserves Renewals	Per Draft Asset Management Plan	237	360	549	860	1,376	3,115	3,540	880	1,766	4,768	5,812	3,059	2,897	779	1,542	654	6,530	4,300	977	1,011
Streetscape Upgrade - Challenger Avenue Landscape Upgrade (E)	(Parmelia Ave - Bertram Rd)					271															
Streetscape Upgrade - Sulphur Road (Gilmore to Meares Avenue) (C)	Streetscape Upgrade - Sulphur Road				80																
Sub Regional Sporting Ground (Thomas Oval/ Kelly Park Extension/Upgrade)	52% City 48% DCA Funded		78	764	783																
Wells Beach Foreshore Upgrade	Subject to a feasibility study, further information will be known and included in the next review of the LTFP	0																			
Plant & Equipment		702	679	685	477	223	199	535	705	947	237	422	648	835	1,045	472	338	771	264	1,336	1,400
Plant Replacement Program - Plant & Equipment	Heavy Plant and Equipment	702	679	685	477	223	199	535	705	947	237	422	648	835	1,045	472	338	771	264	1,336	1,400
Roads		2,873	9,343	17,533	13,843	8,541	8,975	3,817	3,951	8,399	4,232	4,380	4,534	4,692	4,856	5,026	5,202	5,384	5,573	5,768	5,970
DCA 1 - Bertram Road Upgrade – Challenger Road to Wellard Road (Item K)	33.09% Developer (40.07% DCA but City 6.98% of that) 66.91% City of Kwinana					4,977															
DCA 1 - Culvert and road crossing over the Peel Main Drain linking Lots 661 and 670 (Item M)					712																
DCA 1 - Wellard Road Upgrade – Bertram Road to Cavendish (Item J)	DCA 31.35% (41,4882 however City responsible 10.14% Homestead Ridge/Emerald Park) City 68.65%				8,769																
DCA 1 - Wellard Road Upgrade – Cavendish to Millar Road (Item J) - Remaining Costs	DCA 20.88% (25.79% City 4.91%) 79.12% City				5,013																
DCA 2 - Sunrise Boulevard Internal Collector Road (a) - Lot 28						394															
DCA 2 - Sunrise Boulevard Internal Collector Road (c) - Lot 440					255																
DCA 2,3 - Mortimer Road							4,893														
DCA 3,4 - Thomas Road			6,848																		
DCA 4,5 - Anketell Road					7,323																
DCA 5 - Honeywood Avenue Internal Collector Road					2,348																
DCA 6 - Hammond Road Extension									2,188												
DCA 6 - Internal Collector Road									2,122												
General Traffic Management		81	83	85	87	90	93	96	100	103	107	111	115	119	123	127	131	136	141	146	151
Gilmore avenue signalised pedestrian crossing	Black Spot 2/3	315																			
Road Reseal Renewals - MRRG	2/3 Funded MRRG	1,221	1,248	1,280	1,312	1,351	1,398	1,447	1,498	1,550	1,605	1,661	1,719	1,779	1,841	1,906	1,972	2,041	2,113	2,187	2,263
Road Reseal Renewals - RTR	100% Funded	498	518	531	421	433	449	464	481	497	515	533	551	571	591	611	633	655	678	702	726
Roads - Upgrade		0	645	1,600	1,640	1,689	1,748	1,809	1,872	1,938	2,006	2,076	2,149	2,224	2,302	2,382	2,466	2,552	2,641	2,734	2,829
DCA 2 - Sunrise Boulevard Internal Collector Road (b) - Lot 59		351																			
DCA 2 - Millar Road - Timing		294																			
Challenger / Meares Ave TM	Black Spot 2/3	112																			
Street Lighting		28	60	61	303	65	67	69	72	74	77	80	82	85	88	91	95	98	101	105	108
Street Lighting - New	Challenger Ave				240																
Street Lighting - Upgrade	Reactive work - street light requests during the year	28	29	29	30	31	32	33	34	36	37	38	39	41	42	44	45	47	48	50	52
Street Lighting Renewal per Asset Management Plan		0	31	32	33	34	35	36	37	39	40	42	43	44	46	48	49	51	53	55	57
Grand Total		12,651	51,425	24,686	29,221	13,857	62,215	17,796	11,806	29,492	26,813	14,104	19,696	33,127	25,276	12,160	11,362	17,145	14,632	12,838	13,571

Appendix 6
Summary Capital Expenditure Funding

Note: Figures are 000's and costs are escalated

Year	Federal / State Grant	DCA Reserve	Other Reserve	Proceeds from Sale	Loan Funds	Municipal Funds	Total Funding
2021	1,569	2,187	4,314	867	2,268	1,447	12,651
2022	1,670	45,044	1,866	419		2,425	51,425
2023	11,527	5,302	391	438	4,015	3,013	24,686
2024	1,963	20,125	842	637	1,640	4,014	29,221
2025	4,652	2,330	377	622	1,689	4,187	13,857
2026	1,381	52,307	263	353	3,115	4,797	62,215
2027	1,429	7,030	296	580	1,809	6,652	17,796
2028	1,479	2,090	1,136	624		6,477	11,806
2029	1,531	17,793	2,439	694		7,034	29,492
2030	1,585	13,095	1,543	755		9,836	26,813
2031	1,640	558	902	499		10,504	14,104
2032	1,697	6,310	1,251	596		9,841	19,696
2033	1,757	13,215	2,394	924		14,837	33,127
2034	1,818	7,798	12	732		14,916	25,276
2035	1,882		330	727		9,222	12,160
2036	1,948		13	830		8,572	11,362
2037	2,016		353	698		14,078	17,145
2038	2,087		366	535		11,645	14,632
2039	2,160		364	1,141		8,845	12,510
2040	2,235		913	1,279		8,773	13,199
Grand Total	48,026	195,186	20,363	13,949	14,535	161,114	453,174

Appendix 7
Information on Borrowings

Particulars	2021					2022				
	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	576,328	0	101,531	474,797	38,476	474,797	0	107,976	366,820	31,413
Loan 107 - Administration / Chambers Building Refurbishment	0	2,268,000	0	2,268,000	0	2,268,000	0	199,116	2,068,884	63,007
Education & Welfare										
Loan 96 - Youth Specific Space	95,162	0	29,407	65,755	7,290	65,755	0	31,663	34,092	4,855
Loan 100 - Youth Specific Space	1,270,494	0	134,365	1,136,129	66,273	1,136,129	0	140,713	995,416	59,110
Recreation and Culture										
Loan 94 - Wellard Sports Pavilion	108,836	0	52,710	56,126	6,729	56,126	0	56,126	0	2,841
Loan 95 - Orelia Oval Pavilion	228,388	0	70,577	157,811	17,496	157,811	0	75,991	81,820	11,652
Loan 97 - Orelia Oval Pavilion Extension	1,275,243	0	224,660	1,050,583	85,136	1,050,583	0	238,920	811,663	69,508
Loan 102 - Library & Resource Centre	6,820,176	0	629,004	6,191,172	347,777	6,191,172	0	657,885	5,533,287	315,089
Loan 104 - Recquatic Refurbishment	3,350,000	0	277,849	3,072,151	155,847	3,072,151	0	289,216	2,782,935	142,512
Loan 105 - Bertram Community Centre	1,269,272	0	112,530	1,156,742	48,147	1,156,742	0	116,232	1,040,511	43,760
Loan 106 - Destination Park - Calista	1,321,268	0	102,291	1,218,977	49,749	1,218,977	0	105,528	1,113,449	45,790
Transport										
Loan 98 - Streetscape Beautification	778,044	0	137,067	640,977	51,943	640,977	0	145,768	495,209	42,417
Loan 101 - City Centre Redevelopment	2,500,000	0	0	2,500,000	79,250	2,500,000	0	2,500,000	0	35,094
Loan 108 - City Centre Redevelopment - Refinance Loan 101	0	0	0	0	0	0	2,500,000	0	2,500,000	68,055
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	0	0	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	0	0
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	0	0	0	0	0	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	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 FY2026	0	0	0	0	0	0	0	0	0	0
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	249,973	0	17,269	232,704	9,869	232,704	0	17,847	214,858	9,169
	19,843,184	2,268,000	1,889,259	20,221,926	963,982	20,221,925	2,500,000	4,682,982	18,038,943	944,272

Appendix 7
Information on Borrowings

Particulars	2023					2024				
	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	366,820	0	114,830	251,990	23,900	251,990	0	122,119	129,871	15,914
Loan 107 - Administration / Chambers Building Refurbishment	2,068,884	0	204,811	1,864,072	57,312	1,864,072	0	210,669	1,653,403	51,454
Education & Welfare										
Loan 96 - Youth Specific Space	34,092	0	34,092	0	2,226	0	0	0	0	0
Loan 100 - Youth Specific Space	995,416	0	147,361	848,054	51,606	848,054	0	154,323	693,731	43,763
Recreation and Culture										
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 95 - Orelia Oval Pavilion	81,820	0	81,820	0	5,344	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	811,663	0	254,086	557,577	52,883	557,577	0	270,214	287,363	35,214
Loan 102 - Library & Resource Centre	5,533,287	0	688,092	4,845,195	280,877	4,845,195	0	719,686	4,125,509	245,182
Loan 104 - Recquatic Refurbishment	2,782,935	0	301,048	2,481,887	128,629	2,481,887	0	313,364	2,168,523	114,225
Loan 105 - Bertram Community Centre	1,040,511	0	120,055	920,456	39,229	920,456	0	124,005	796,451	34,566
Loan 106 - Destination Park - Calista	1,113,449	0	108,868	1,004,581	41,712	1,004,581	0	112,313	892,268	37,513
Transport										
Loan 98 - Streetscape Beautification	495,209	0	155,021	340,188	32,264	340,188	0	164,861	175,327	21,484
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	90,000	2,500,000	0	0	2,500,000	90,000
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	0	264,806	0	264,806	0	264,806	0	22,329	242,477	9,593
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	0	1,526,163	0	1,526,163	0	1,526,163	0	128,690	1,397,473	55,289
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	0	624,347	0	624,347	0	624,347	0	52,647	571,701	22,618
Loan 113 - Major Upgrades - Roads FY2023	0	1,599,605	0	1,599,605	0	1,599,605	0	134,883	1,464,722	57,949
Loan 114 - Major Upgrades - Roads FY2024	0	0	0	0	0	0	1,639,596	0	1,639,596	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 FY2026	0	0	0	0	0	0	0	0	0	0
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	214,858	0	18,444	196,414	8,445	196,414	0	19,062	177,352	7,701
	18,038,942	4,014,922	2,228,529	19,825,336	814,427	19,825,336	1,639,596	2,549,166	18,915,765	842,467

Appendix 7
Information on Borrowings

Particulars	2025					2026				
	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	129,871	0	129,871	0	7,401	0	0	0	0	0
Loan 107 - Administration / Chambers Building Refurbishment	1,653,403	0	216,695	1,436,708	45,429	1,436,708	0	222,893	1,213,816	39,231
						0				
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	693,731	0	161,614	532,117	35,519	532,117	0	169,250	362,867	26,905
						0				
Recreation and Culture										
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 95 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	287,363	0	287,363	0	16,376	0	0	0	0	0
Loan 102 - Library & Resource Centre	4,125,509	0	752,731	3,372,778	207,680	3,372,778	0	787,292	2,585,485	168,560
Loan 104 - Recquatic Refurbishment	2,168,523	0	326,184	1,842,339	99,144	1,842,339	0	339,528	1,502,812	83,498
Loan 105 - Bertram Community Centre	796,451	0	128,085	668,366	29,717	668,366	0	132,298	536,068	24,728
Loan 106 - Destination Park - Calista	892,268	0	115,867	776,401	33,144	776,401	0	119,534	656,867	28,660
						0				
Transport										
Loan 98 - Streetscape Beautification	175,327	0	175,327	0	9,991	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	90,000	2,500,000	0	0	2,500,000	90,000
						0				
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	242,477	0	23,163	219,314	8,759	219,314	0	24,028	195,286	7,894
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	1,397,473	0	133,496	1,263,977	50,483	1,263,977	0	138,481	1,125,495	45,498
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	571,701	0	54,613	517,088	20,652	517,088	0	56,652	460,436	18,613
Loan 113 - Major Upgrades - Roads FY2023	1,464,722	0	139,920	1,324,802	52,912	1,324,802	0	145,145	1,179,657	47,687
Loan 114 - Major Upgrades - Roads FY2024	1,639,596	0	135,474	1,504,122	66,331	1,504,122	0	141,127	1,362,995	60,678
Loan 117 - Major Upgrades - Roads FY2025	0	1,688,783	0	1,688,783	0	1,688,783	0	136,717	1,552,067	75,468
Loan 118 - Public Open Space Renewals/Replacements FY2026	0	0	0	0	0	0	3,114,974	0	3,114,974	0
Loan 119 - Major Upgrades - Roads FY2026	0	0	0	0	0	0	0	0	0	0
						0				
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	177,352	0	19,700	157,652	6,925	157,652	0	20,359	137,293	6,126
	18,915,765	1,688,783	2,800,101	17,804,448	780,465	17,804,447	3,114,974	2,433,304	18,486,118	723,547

Appendix 7
Information on Borrowings

Particulars	2027					2028				
	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	1,213,816	0	229,268	984,548	32,856	984,548	0	235,825	748,723	26,299
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	362,867	0	177,246	185,621	17,880	185,621	0	185,621	0	8,419
Recreation and Culture										
Loan 94 - Wellard Sports Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 95 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	2,585,485	0	823,441	1,762,044	127,632	1,762,044	0	861,250	900,794	84,868
Loan 104 - Recquatic Refurbishment	1,502,812	0	353,418	1,149,394	67,213	1,149,394	0	367,876	781,518	50,267
Loan 105 - Bertram Community Centre	536,068	0	136,651	399,417	19,573	399,417	0	141,146	258,271	14,252
Loan 106 - Destination Park - Calista	656,867	0	123,317	533,550	24,033	533,550	0	127,220	406,330	19,271
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	90,000	2,500,000	0	0	2,500,000	90,000
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	195,286	0	24,925	170,361	6,997	170,361	0	25,856	144,505	6,066
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	1,125,495	0	143,652	981,843	40,327	981,843	0	149,017	832,826	34,962
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	460,436	0	58,768	401,668	16,497	401,668	0	60,962	340,706	14,303
Loan 113 - Major Upgrades - Roads FY2023	1,179,657	0	150,565	1,029,092	42,267	1,029,092	0	156,188	872,904	36,645
Loan 114 - Major Upgrades - Roads FY2024	1,362,995	0	147,015	1,215,979	54,789	1,215,979	0	153,150	1,062,829	48,655
Loan 117 - Major Upgrades - Roads FY2025	1,552,067	0	143,022	1,409,045	69,162	1,409,045	0	149,618	1,259,426	62,566
Loan 118 - Public Open Space Renewals/Replacements FY2026	3,114,974	0	246,933	2,868,041	152,700	2,868,041	0	259,434	2,608,607	140,199
Loan 119 - Major Upgrades - Roads FY2026	0	1,809,067	0	1,809,067	0	1,809,067	0	140,482	1,668,585	96,351
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	137,293	0	21,041	116,253	5,300	116,253	0	21,745	94,508	4,449
	18,486,118	1,809,067	2,779,262	17,515,922	767,227	17,515,922	0	3,035,389	14,480,533	737,572

Appendix 7
Information on Borrowings

Particulars	2029					2030				
	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	748,723	0	242,570	506,152	19,554	506,152	0	249,508	256,644	12,616
									0	
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	0	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 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	900,794	0	900,794	0	39,950	0	0	0	0	0
Loan 104 - Recquatic Refurbishment	781,518	0	382,926	398,592	32,589	398,592	0	398,592	0	14,215
Loan 105 - Bertram Community Centre	258,271	0	145,790	112,481	8,742	112,481	0	112,481	0	2,826
Loan 106 - Destination Park - Calista	406,330	0	131,246	275,085	14,341	275,085	0	135,399	139,686	9,256
									0	
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	90,000	2,500,000	0	0	2,500,000	90,000
									0	
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	144,505	0	26,822	117,683	5,101	117,683	0	27,823	89,860	4,099
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	832,826	0	154,581	678,245	29,398	678,245	0	160,354	517,892	23,625
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	340,706	0	63,239	277,468	12,027	277,468	0	65,600	211,868	9,665
Loan 113 - Major Upgrades - Roads FY2023	872,904	0	162,020	710,884	30,812	710,884	0	168,070	542,814	24,762
Loan 114 - Major Upgrades - Roads FY2024	1,062,829	0	159,540	903,289	42,264	903,289	0	166,197	737,092	35,607
Loan 117 - Major Upgrades - Roads FY2025	1,259,426	0	156,519	1,102,908	55,666	1,102,908	0	163,737	939,170	48,447
Loan 118 - Public Open Space Renewals/Replacements FY2026	2,608,607	0	272,568	2,336,039	127,065	2,336,039	0	286,367	2,049,673	113,267
Loan 119 - Major Upgrades - Roads FY2026	1,668,585	0	148,213	1,520,372	88,619	1,520,372	0	156,371	1,364,001	80,462
									0	
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	94,508	0	22,473	72,035	3,565	72,035	0	23,225	48,809	2,654
									0	
	14,480,533	0	2,969,300	11,511,233	599,693	11,511,233	0	2,113,724	9,397,509	471,501

Appendix 7
Information on Borrowings

Particulars	2031					2032				
	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	256,644	0	256,644	0	5,479	0	0	0	0	0
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	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 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0	0	0
Loan 104 - Recquatic Refurbishment	0	0	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	0	0	0	0	0	0	0	0	0	0
Loan 106 - Destination Park - Calista	139,686	0	139,685	0	4,015	0	0	0	0	0
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	90,000	2,500,000	0	0	2,500,000	90,000
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	89,860	0	28,862	60,998	3,060	60,998	0	29,940	31,058	1,983
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	517,892	0	166,342	351,550	17,637	351,550	0	172,553	178,997	11,426
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	211,868	0	68,050	143,818	7,215	143,818	0	70,591	73,227	4,674
Loan 113 - Major Upgrades - Roads FY2023	542,814	0	174,346	368,468	18,486	368,468	0	180,857	187,611	11,976
Loan 114 - Major Upgrades - Roads FY2024	737,092	0	173,132	563,960	28,673	563,960	0	180,356	383,603	21,448
Loan 117 - Major Upgrades - Roads FY2025	939,170	0	171,289	767,882	40,895	767,882	0	179,189	588,693	32,996
Loan 118 - Public Open Space Renewals/Replacements FY2026	2,049,673	0	300,864	1,748,808	98,769	1,748,808	0	316,095	1,432,713	83,538
Loan 119 - Major Upgrades - Roads FY2026	1,364,001	0	164,977	1,199,024	71,856	1,199,024	0	174,057	1,024,967	62,776
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	48,809	0	24,003	24,807	1,713	24,807	0	24,807	0	739
	9,397,509	0	1,668,194	7,729,315	387,800	7,729,315	0	1,328,445	6,400,870	321,555

Appendix 7
Information on Borrowings

Particulars	2033					2034				
	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	0	0	0	0	0	0	0	0	0	0
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	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 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0	0	0
Loan 104 - Recquatic Refurbishment	0	0	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	0	0	0	0	0	0	0	0	0	0
Loan 106 - Destination Park - Calista	0	0	0	0	0	0	0	0	0	0
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	90,000	2,500,000	0	0	2,500,000	90,000
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	31,058	0	31,058	0	864	0	0	0	0	0
Loan 112 - Wellard Road Upgrade - Bertram Rd to Cavendish Rd	178,997	0	178,997	0	4,982	0	0	0	0	0
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	73,227	0	73,227	0	2,038	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	187,611	0	187,610	0	5,222	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	383,603	0	187,882	195,721	13,923	195,721	0	195,722	0	6,083
Loan 117 - Major Upgrades - Roads FY2025	588,693	0	187,453	401,240	24,732	401,240	0	196,098	205,142	16,086
Loan 118 - Public Open Space Renewals/Replacements FY2026	1,432,713	0	332,098	1,100,616	67,536	1,100,616	0	348,910	751,706	50,723
Loan 119 - Major Upgrades - Roads FY2026	1,024,967	0	183,636	841,331	53,196	841,331	0	193,743	647,588	43,089
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	0	0	0	0	0	0	0	0	0	0
	6,400,870	0	1,361,960	5,038,910	262,493	5,038,908	0	934,473	4,104,436	205,982

Appendix 7
Information on Borrowings

Particulars	2035					2036				
	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	0	0	0	0	0	0	0	0	0	0
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	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 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0	0	0
Loan 104 - Recquatic Refurbishment	0	0	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	0	0	0	0	0	0	0	0	0	0
Loan 106 - Destination Park - Calista	0	0	0	0	0	0	0	0	0	0
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	90,000	2,500,000	0	0	2,500,000	90,000
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	0	0	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	0	0
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	0	0	0	0	0	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	0	0	0	0	0	0	0	0	0	0
Loan 117 - Major Upgrades - Roads FY2025	205,142	0	205,142	0	7,042	0	0	0	0	0
Loan 118 - Public Open Space Renewals/Replacements FY2026	751,706	0	366,574	385,132	33,060	385,132	0	385,131	0	14,502
Loan 119 - Major Upgrades - Roads FY2026	647,588	0	204,406	443,181	32,426	443,181	0	215,656	227,525	21,176
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	0	0	0	0	0	0	0	0	0	0
	4,104,436	0	776,122	3,328,314	162,528	3,328,314	0	600,788	2,727,525	125,678

Appendix 7
Information on Borrowings

Particulars	2037					2038				
	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	0	0	0	0	0	0	0	0	0	0
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	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 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0	0	0
Loan 104 - Recquatic Refurbishment	0	0	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	0	0	0	0	0	0	0	0	0	0
Loan 106 - Destination Park - Calista	0	0	0	0	0	0	0	0	0	0
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	90,000	2,500,000	0	0	2,500,000	90,000
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	0	0	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	0	0
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	0	0	0	0	0	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	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 FY2026	227,525	0	227,525	0	9,307	0	0	0	0	0
Self Supporting Loans										
Recreation and Culture										
Loan 103B - Golf Club Refurbishment	0	0	0	0	0	0	0	0	0	0
	2,727,525	0	227,525	2,500,000	99,307	2,500,000	0	0	2,500,000	90,000

Appendix 7
Information on Borrowings

Particulars	2039					2040				
	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	0	0	0	0	0	0	0	0	0	0
Education & Welfare										
Loan 96 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0
Loan 100 - Youth Specific Space	0	0	0	0	0	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 - Orelia Oval Pavilion	0	0	0	0	0	0	0	0	0	0
Loan 97 - Orelia Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0	0	0
Loan 104 - Recquatic Refurbishment	0	0	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	0	0	0	0	0	0	0	0	0	0
Loan 106 - Destination Park - Calista	0	0	0	0	0	0	0	0	0	0
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	90,000	2,500,000	0	0	2,500,000	90,000
New Loans										
Loan 111 - Subregional Sporting Ground Stage 2	0	0	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	0	0
Loan 112A Wellard Road Upgrade – Cavendish to Millar Road	0	0	0	0	0	0	0	0	0	0
Loan 113 - Major Upgrades - Roads FY2023	0	0	0	0	0	0	0	0	0	0
Loan 114 - Major Upgrades - Roads FY2024	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 FY2026	0	0	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	0	0
	2,500,000	0	0	2,500,000	90,000	2,500,000	0	0	2,500,000	90,000

Appendix 8
Information on Reserves

Reserve	2021					2022				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	708,014	10,974	10,974	(22,405)	696,583	696,583	12,121	12,121	(19,912)	688,792
Asset Management Reserve	3,713,894	170,669	406,733	(1,829,546)	2,291,080	2,291,080	164,156	164,156	(1,653,976)	801,260
Banksia Park Reserve	51,517	799	799	0	52,316	52,316	910	910	0	53,226
City Infrastructure Reserve	616,957	9,563	9,563	(10,125)	616,394	616,394	10,725	10,725	0	627,120
Community Services & Emergency Relief Reserve	89,197	1,383	1,383	0	90,580	90,580	1,576	1,576	0	92,156
Contiguous Local Authorities Group Reserve	262,962	4,076	14,404	(29,508)	247,858	247,858	4,313	14,873	(30,171)	232,559
Employment Contingency Reserve	0	0	506,286	0	506,286	506,286	8,809	8,809	0	515,095
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	1,172,525	18,174	18,174	(804,741)	385,958	385,958	6,716	6,716	0	392,674
Golf Course Cottage Reserve	29,004	450	450	0	29,454	29,454	512	512	0	29,966
Information Technology Reserve	2,019,549	31,303	31,303	(1,863,086)	187,766	187,766	3,049	3,049	(190,815)	0
Plant & Equipment Replacement Reserve	290,204	4,498	4,498	(284,086)	10,616	10,616	185	185	0	10,801
Public Art Reserve	0	0	20,350	(20,350)	0	0	0	20,808	(20,808)	0
Refuse Reserve	5,686,629	0	0	(153,821)	5,532,808	5,532,808	0	0	(157,282)	5,375,526
Renewable Energy Efficiency Reserve	35,831	555	555	0	36,386	36,386	633	633	0	37,020
Restricted Grants & Contributions Reserve	43,000	0	0	(43,000)	0	0	0	0	0	0
Settlement Agreement Reserve	165,545	2,566	2,566	0	168,111	168,111	2,925	2,925	0	171,036
Workers Compensation Reserve	140,186	2,173	2,173	0	142,359	142,359	2,477	2,477	0	144,836
Sub-Total Municipal Reserves	16,635,371	257,182	1,030,209	(5,060,668)	12,604,912	12,604,912	219,107	250,475	(2,072,965)	10,782,423
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	1,468,896	22,768	22,768	(539,817)	951,847	951,847	16,562	16,562	0	968,409
DCA 2 - Hard Infrastructure - Wellard	4,235,751	65,654	65,654	(645,062)	3,656,343	3,656,343	63,620	63,620	0	3,719,963
DCA 3 - Hard Infrastructure - Casuarina	0	0	60,682	(60,682)	0	0	0	4,258,733	(4,258,733)	0
DCA 4 - Hard Infrastructure - Anketell	642,735	9,962	9,962	(34,391)	618,307	618,307	10,759	20,477,604	(21,075,190)	20,721
DCA 5 - Hard Infrastructure - Wandí	809,202	12,543	12,543	(76,791)	744,953	744,953	12,962	12,962	(78,552)	679,363
DCA 6 - Hard Infrastructure - Mandogalup	0	0	35,916	(35,916)	0	0	0	19,819,348	(19,819,348)	0
DCA 7 - Hard Infrastructure - Mandogalup West	24,286	376	376	0	24,662	24,662	429	429	0	25,092
DCA 8 - Soft Infrastructure - Mandogalup	0	0	15,220	(15,220)	0	0	0	18,706	(18,706)	0
DCA 9 - Soft Infrastructure - Wandí/Anketell	10,947,133	169,681	169,681	(1,025,248)	10,091,565	10,091,565	175,593	175,593	(26,495)	10,240,663
DCA 10 - Soft Infrastructure - Casuarina/Anketell	232,230	3,600	3,600	(18,784)	217,046	217,046	3,777	(187,317)	(22,352)	7,376
DCA 11 - Soft Infrastructure - Wellard East	5,724,637	88,732	88,732	(7,981)	5,805,388	5,805,388	101,014	101,014	(11,302)	5,895,100
DCA 12 - Soft Infrastructure - Wellard West	7,313,178	113,354	113,354	(25,795)	7,400,738	7,400,738	128,773	128,773	(29,524)	7,499,986
DCA 13 - Soft Infrastructure - Bertram	291,168	4,513	4,513	(11,477)	284,204	284,204	4,945	4,945	(14,878)	274,271
DCA 14 - Soft Infrastructure - Wellard/Leda	615,711	9,544	9,544	(9,297)	615,958	615,958	10,718	10,718	(12,648)	614,028
DCA 15 - Soft Infrastructure - City Site	511,842	7,934	7,934	(4,942)	514,833	514,833	8,958	8,958	(8,193)	515,598
Sub-Total Developer Contribution Reserves	32,816,769	508,660	620,477	(2,511,403)	30,925,844	30,925,844	538,110	44,910,648	(45,375,922)	30,460,570
Total Reserves	49,452,140	765,842	1,650,686	(7,572,071)	43,530,756	43,530,756	757,217	45,161,124	(47,448,887)	41,242,993

Appendix 8
Information on Reserves

Reserve	2023					2024				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	688,792	14,947	14,947	(20,918)	682,821	682,821	17,753	17,753	(21,963)	678,611
Asset Management Reserve	801,260	168,981	385,402	(283,492)	903,170	903,170	200,924	200,924	(731,782)	372,311
Banksia Park Reserve	53,226	1,155	1,155	0	54,381	54,381	1,414	1,414	0	55,795
City Infrastructure Reserve	627,120	13,608	13,608	(86,132)	554,596	554,596	14,419	14,419	(88,286)	480,730
Community Services & Emergency Relief Reserve	92,156	2,000	2,000	0	94,155	94,155	2,448	2,448	0	96,603
Contiguous Local Authorities Group Reserve	232,559	5,047	15,871	(30,926)	217,504	217,504	5,655	16,750	(31,699)	202,555
Employment Contingency Reserve	515,095	11,178	11,178	0	526,273	526,273	13,683	13,683	0	539,956
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	392,674	8,521	8,521	0	401,195	401,195	10,431	10,431	0	411,626
Golf Course Cottage Reserve	29,966	650	650	0	30,616	30,616	796	796	0	31,412
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	10,801	234	234	0	11,035	11,035	287	287	0	11,322
Public Art Reserve	0	0	21,328	(21,328)	0	0	0	21,861	(21,861)	0
Refuse Reserve	5,375,526	0	0	(161,214)	5,214,312	5,214,312	0	0	(165,244)	5,049,068
Renewable Energy Efficiency Reserve	37,020	803	803	0	37,823	37,823	983	983	0	38,806
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	171,036	3,711	3,711	0	174,748	174,748	4,543	4,543	0	179,291
Workers Compensation Reserve	144,836	3,143	3,143	0	147,979	147,979	3,847	3,847	0	151,826
Sub-Total Municipal Reserves	10,782,423	233,979	482,552	(604,010)	10,660,964	10,660,964	277,185	310,141	(1,060,835)	9,910,270
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	968,409	21,014	835,698	(1,743,762)	60,344	60,344	1,569	713,153	(711,584)	61,913
DCA 2 - Hard Infrastructure - Wellard	3,719,963	80,723	80,723	(528,938)	3,271,748	3,271,748	85,065	85,065	(407,438)	2,949,375
DCA 3 - Hard Infrastructure - Casuarina	0	0	63,722	(63,722)	0	0	0	1,995,214	(1,995,214)	0
DCA 4 - Hard Infrastructure - Anketell	20,721	450	36,563	(36,113)	21,171	21,171	550	4,358,873	(4,358,323)	21,721
DCA 5 - Hard Infrastructure - Wandí	679,363	14,742	14,742	(80,638)	613,468	613,468	15,950	6,833,855	(7,391,125)	56,197
DCA 6 - Hard Infrastructure - Mandogalup	0	0	37,715	(37,715)	0	0	0	1,527,074	(1,527,074)	0
DCA 7 - Hard Infrastructure - Mandogalup West	25,092	544	544	0	25,636	25,636	667	827,263	(852,899)	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	46,536	(46,536)	0	0	0	47,725	(47,725)	0
DCA 9 - Soft Infrastructure - Wandí/Anketell	10,240,663	222,222	222,222	(54,532)	10,408,353	10,408,353	270,617	270,617	(55,933)	10,623,038
DCA 10 - Soft Infrastructure - Casuarina/Anketell	7,376	160	50,439	(50,279)	7,536	7,536	196	51,763	(51,567)	7,732
DCA 11 - Soft Infrastructure - Wellard East	5,895,100	127,924	127,924	(38,935)	5,984,089	5,984,089	155,586	155,586	(39,921)	6,099,754
DCA 12 - Soft Infrastructure - Wellard West	7,499,986	162,750	162,750	(2,842,587)	4,820,149	4,820,149	125,324	125,324	(2,913,694)	2,031,779
DCA 13 - Soft Infrastructure - Bertram	274,271	5,952	(216,254)	(42,607)	15,410	15,410	401	44,091	(43,691)	15,811
DCA 14 - Soft Infrastructure - Wellard/Leda	614,028	13,324	13,324	(40,317)	587,035	587,035	15,263	15,263	(41,340)	560,958
DCA 15 - Soft Infrastructure - City Site	515,598	11,188	11,188	(35,744)	491,042	491,042	12,767	12,767	(36,646)	467,163
Sub-Total Developer Contribution Reserves	30,460,570	660,994	1,487,837	(5,642,425)	26,305,982	26,305,982	683,956	17,063,633	(20,474,173)	22,895,442
Total Reserves	41,242,993	894,973	1,970,389	(6,246,436)	36,966,946	36,966,946	961,141	17,373,774	(21,535,008)	32,805,712

Appendix 8
Information on Reserves

Reserve	2025					2026				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	678,611	20,562	20,562	(23,148)	676,025	676,025	23,390	23,390	(24,493)	674,922
Asset Management Reserve	372,311	213,062	895,180	(308,920)	958,571	958,571	257,694	2,067,119	(244,983)	2,780,706
Banksia Park Reserve	55,795	1,691	1,691	0	57,485	57,485	1,742	1,742	0	59,227
City Infrastructure Reserve	480,730	14,566	14,566	(45,168)	450,128	450,128	15,574	15,574	(17,784)	447,918
Community Services & Emergency Relief Reserve	96,603	2,927	2,927	0	99,531	99,531	3,444	3,444	0	102,974
Contiguous Local Authorities Group Reserve	202,555	6,137	17,565	(32,650)	187,470	187,470	6,486	18,314	(33,793)	171,991
Employment Contingency Reserve	539,956	16,361	16,361	0	556,316	556,316	19,249	19,249	0	575,565
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	411,626	12,472	12,472	0	424,098	424,098	14,674	14,674	0	438,772
Golf Course Cottage Reserve	31,412	952	952	0	32,364	32,364	1,120	1,120	0	33,484
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	11,322	343	343	0	11,665	11,665	404	404	0	12,069
Public Art Reserve	0	0	22,517	(22,517)	0	0	0	0	0	0
Refuse Reserve	5,049,068	0	0	(170,202)	4,878,866	4,878,866	0	0	(176,159)	4,702,707
Renewable Energy Efficiency Reserve	38,806	1,176	1,176	0	39,982	39,982	1,383	1,383	0	41,365
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	179,291	5,433	5,433	0	184,724	184,724	6,391	6,391	0	191,115
Workers Compensation Reserve	151,826	4,600	4,600	0	156,427	156,427	5,412	5,412	0	161,839
Sub-Total Municipal Reserves	9,910,270	300,281	1,016,344	(602,605)	10,324,009	10,324,009	356,964	2,178,216	(497,211)	12,005,013
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram	61,913	1,876	1,585,138	(1,647,052)	0	0	0	0	0	0
DCA 2 - Hard Infrastructure - Wellard	2,949,375	89,366	(1,033,239)	0	1,916,136	1,916,136	66,377	66,377	(1,982,513)	0
DCA 3 - Hard Infrastructure - Casuarina	0	0	67,476	(67,476)	0	0	0	43,680,237	(43,680,237)	0
DCA 4 - Hard Infrastructure - Anketell	21,721	658	38,899	(38,241)	22,379	22,379	774	40,411	(39,637)	23,153
DCA 5 - Hard Infrastructure - Wandí	56,197	1,703	87,091	(85,388)	57,900	57,900	2,003	90,509	(88,506)	59,903
DCA 6 - Hard Infrastructure - Mandogalup	0	0	39,936	(39,936)	0	0	0	41,395	(41,395)	0
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	108,442	(108,442)	0	0	0	917,397	(917,397)	0
DCA 9 - Soft Infrastructure - Wandí/Anketell	10,623,038	321,878	321,878	(250,878)	10,694,038	10,694,038	370,014	370,014	(2,243,428)	8,820,623
DCA 10 - Soft Infrastructure - Casuarina/Anketell	7,732	234	238,935	(238,701)	7,966	7,966	276	2,163,582	(2,163,306)	8,242
DCA 11 - Soft Infrastructure - Wellard East	6,099,754	184,823	184,823	(58,204)	6,226,373	6,226,373	215,432	215,432	(494,233)	5,947,572
DCA 12 - Soft Infrastructure - Wellard West	2,031,779	61,563	61,563	(78,012)	2,015,330	2,015,330	69,730	69,730	(514,765)	1,570,296
DCA 13 - Soft Infrastructure - Bertram	15,811	479	62,571	(62,092)	16,290	16,290	564	498,827	(498,263)	16,853
DCA 14 - Soft Infrastructure - Wellard/Leda	560,958	16,997	16,997	(10,337)	567,618	567,618	19,640	19,640	(10,715)	576,543
DCA 15 - Soft Infrastructure - City Site	467,163	14,155	14,155	(5,495)	475,823	475,823	16,463	16,463	(5,696)	486,590
Sub-Total Developer Contribution Reserves	22,895,442	693,732	1,794,664	(2,690,254)	21,999,852	21,999,852	761,274	48,190,014	(52,680,091)	17,509,776
Total Reserves	32,805,712	994,013	2,811,007	(3,292,859)	32,323,860	32,323,860	1,118,237	50,368,230	(53,177,302)	29,514,789

Appendix 8
Information on Reserves

Reserve	2027					2028				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	674,922	26,254	26,254	(25,264)	675,913	675,913	29,199	29,199	(26,102)	679,010
Asset Management Reserve	2,780,706	353,748	426,408	(281,160)	2,925,955	2,925,955	391,249	411,725	(971,217)	2,366,463
Banksia Park Reserve	59,227	1,795	1,795	0	61,022	61,022	1,849	1,849	0	62,871
City Infrastructure Reserve	447,918	17,424	17,424	0	465,342	465,342	20,103	20,103	0	485,445
Community Services & Emergency Relief Reserve	102,974	4,006	4,006	0	106,980	106,980	4,622	4,622	0	111,602
Contiguous Local Authorities Group Reserve	171,991	6,690	18,932	(34,975)	155,948	155,948	6,737	19,407	(36,199)	139,155
Employment Contingency Reserve	575,565	22,389	22,389	0	597,954	597,954	25,832	25,832	0	623,786
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	438,772	17,068	17,068	0	455,840	455,840	19,692	19,692	0	475,533
Golf Course Cottage Reserve	33,484	1,303	1,303	0	34,786	34,786	1,503	1,503	0	36,289
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	12,069	469	469	0	12,538	12,538	542	542	0	13,080
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	4,702,707	0	0	(182,324)	4,520,383	4,520,383	0	0	(188,706)	4,331,677
Renewable Energy Efficiency Reserve	41,365	1,609	1,609	0	42,975	42,975	1,857	1,857	0	44,831
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	191,115	7,434	7,434	0	198,549	198,549	8,577	8,577	0	207,127
Workers Compensation Reserve	161,839	6,296	6,296	0	168,135	168,135	7,263	7,263	0	175,398
Sub-Total Municipal Reserves	12,005,013	466,486	551,387	(523,723)	12,032,677	12,032,677	519,024	552,170	(1,222,224)	11,362,623
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	72,379	(72,379)	0	0	0	74,905	(74,905)	0
DCA 4 - Hard Infrastructure - Anketell	23,153	901	41,920	(41,019)	24,054	24,054	1,039	43,490	(42,451)	25,093
DCA 5 - Hard Infrastructure - Wandí	59,903	2,330	93,923	(91,593)	62,234	62,234	2,688	97,479	(94,790)	64,922
DCA 6 - Hard Infrastructure - Mandogalup	0	0	42,838	(42,838)	0	0	0	44,334	(44,334)	0
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	949,504	(949,504)	0	0	0	491,854	(491,854)	0
DCA 9 - Soft Infrastructure - Wandí/Anketell	8,820,623	343,122	343,122	(2,356,723)	6,807,022	6,807,022	294,063	294,063	(692,396)	6,408,690
DCA 10 - Soft Infrastructure - Casuarina/Anketell	8,242	321	2,239,340	(2,239,019)	8,563	8,563	370	183,430	(183,060)	8,933
DCA 11 - Soft Infrastructure - Wellard East	5,947,572	231,361	231,361	(511,530)	5,667,402	5,667,402	244,832	244,832	(120,372)	5,791,862
DCA 12 - Soft Infrastructure - Wellard West	1,570,296	61,085	61,085	(532,778)	1,098,602	1,098,602	47,460	47,460	(142,362)	1,003,700
DCA 13 - Soft Infrastructure - Bertram	16,853	656	516,356	(515,701)	17,509	17,509	756	125,445	(124,688)	18,265
DCA 14 - Soft Infrastructure - Wellard/Leda	576,543	22,428	22,428	(57,996)	540,974	540,974	23,370	63,004	(472,695)	131,283
DCA 15 - Soft Infrastructure - City Site	486,590	18,928	18,928	(5,895)	499,624	499,624	21,584	21,584	(6,101)	515,107
Sub-Total Developer Contribution Reserves	17,509,776	681,130	4,633,184	(7,416,975)	14,725,984	14,725,984	636,162	1,731,879	(2,490,008)	13,967,855
Total Reserves	29,514,789	1,147,616	5,184,571	(7,940,698)	26,758,661	26,758,661	1,155,187	2,284,049	(3,712,233)	25,330,478

Appendix 8
Information on Reserves

Reserve	2029					2030				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	679,010	32,253	32,253	(26,967)	684,296	684,296	35,515	35,515	(27,862)	691,949
Asset Management Reserve	2,366,463	394,654	1,884,810	(2,439,485)	1,811,788	1,811,788	392,287	556,216	(1,542,578)	825,426
Banksia Park Reserve	62,871	1,905	1,905	0	64,776	64,776	3,362	3,362	0	68,137
City Infrastructure Reserve	485,445	23,059	23,059	0	508,504	508,504	26,391	26,391	0	534,895
Community Services & Emergency Relief Reserve	111,602	5,301	5,301	0	116,903	116,903	6,067	6,067	0	122,970
Contiguous Local Authorities Group Reserve	139,155	6,610	19,723	(37,466)	121,412	121,412	6,301	19,873	(38,778)	102,508
Employment Contingency Reserve	623,786	29,630	29,630	0	653,416	653,416	33,912	33,912	0	687,328
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	475,533	22,588	22,588	0	498,121	498,121	25,852	25,852	0	523,973
Golf Course Cottage Reserve	36,289	1,724	1,724	0	38,013	38,013	1,973	1,973	0	39,986
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	13,080	621	621	0	13,701	13,701	711	711	0	14,412
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	4,331,677	0	0	(195,310)	4,136,367	4,136,367	0	0	(202,146)	3,934,221
Renewable Energy Efficiency Reserve	44,831	2,129	2,129	0	46,961	46,961	2,437	2,437	0	49,398
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	207,127	9,839	9,839	0	216,965	216,965	11,260	11,260	0	228,226
Workers Compensation Reserve	175,398	8,331	8,331	0	183,729	183,729	9,536	9,536	0	193,265
Sub-Total Municipal Reserves	11,362,623	538,643	2,041,913	(2,699,229)	10,705,307	10,705,307	555,605	733,107	(1,811,364)	9,627,050
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	77,520	(77,520)	0	0	0	80,227	(80,227)	0
DCA 4 - Hard Infrastructure - Anketell	25,093	1,192	45,125	(43,933)	26,285	26,285	1,364	46,831	(45,467)	27,649
DCA 5 - Hard Infrastructure - Wandl	64,922	3,084	101,183	(98,099)	68,006	68,006	3,530	105,054	(101,524)	71,535
DCA 6 - Hard Infrastructure - Mandogalup	0	0	4,355,980	(4,355,980)	0.00	0.00	0	47,483	(47,483)	0
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	4,670,874	(4,670,874)	0	0	0	4,834,353	(4,834,353)	0
DCA 9 - Soft Infrastructure - Wandl/Anketell	6,408,690	304,413	304,413	(3,551,712)	3,161,391	3,161,391	164,076	430,002	(3,309,714)	281,680
DCA 10 - Soft Infrastructure - Casuarina/Anketell	8,933	424	1,596,374	(1,595,950)	9,357	9,357	486	1,652,292	(1,651,806)	9,843
DCA 11 - Soft Infrastructure - Wellard East	5,791,862	275,113	275,113	(1,096,893)	4,970,082	4,970,082	257,947	257,947	(1,135,283)	4,092,746
DCA 12 - Soft Infrastructure - Wellard West	1,003,700	47,676	933,664	(1,119,650)	817,714	817,714	42,439	1,201,274	(1,158,835)	860,153
DCA 13 - Soft Infrastructure - Bertram	18,265	868	1,102,228	(1,101,360)	19,133	19,133	993	1,140,899	(1,139,906)	20,126
DCA 14 - Soft Infrastructure - Wellard/Leda	131,283	6,236	495,475	(489,239)	137,519	137,519	7,137	19,428	(12,291)	144,656
DCA 15 - Soft Infrastructure - City Site	515,107	24,468	24,468	(6,314)	533,261	533,261	27,676	27,676	(6,534)	554,403
Sub-Total Developer Contribution Reserves	13,967,855	663,473	13,982,417	(18,207,524)	9,742,747	9,742,747	505,649	9,843,467	(13,523,424)	6,062,791
Total Reserves	25,330,478	1,202,116	16,024,329	(20,906,753)	20,448,055	20,448,055	1,061,254	10,576,574	(15,334,788)	15,689,841

Appendix 8
Information on Reserves

Reserve	2031					2032				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	691,949	35,912	35,912	(28,789)	699,072	699,072	36,282	36,282	(29,746)	705,608
Asset Management Reserve	825,426	330,603	629,219	(902,330)	552,314	552,314	305,570	3,629,557	(1,250,995)	2,930,877
Banksia Park Reserve	68,137	3,536	3,536	0	71,674	71,674	3,720	3,720	0	75,394
City Infrastructure Reserve	534,895	27,761	27,761	0	562,656	562,656	29,202	29,202	0	591,858
Community Services & Emergency Relief Reserve	122,970	6,382	6,382	0	129,352	129,352	6,713	6,713	0	136,065
Contiguous Local Authorities Group Reserve	102,508	5,320	19,367	(40,135)	81,740	81,740	4,242	18,781	(41,540)	58,982
Employment Contingency Reserve	687,328	35,672	35,672	0	723,000	723,000	37,524	37,524	0	760,524
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	523,973	27,194	27,194	0	551,167	551,167	28,606	28,606	0	579,773
Golf Course Cottage Reserve	39,986	2,075	2,075	0	42,061	42,061	2,183	2,183	0	44,244
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	14,412	748	748	0	15,160	15,160	787	787	0	15,947
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	3,934,221	0	0	(209,221)	3,724,999	3,724,999	0	0	(216,544)	3,508,455
Renewable Energy Efficiency Reserve	49,398	2,564	2,564	0	51,962	51,962	2,697	2,697	0	54,658
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	228,226	11,845	11,845	0	240,071	240,071	12,460	12,460	0	252,530
Workers Compensation Reserve	193,265	10,030	10,030	0	203,295	203,295	10,551	10,551	0	213,846
Sub-Total Municipal Reserves	9,627,050	499,644	812,307	(1,180,475)	9,258,882	9,258,882	480,536	3,819,062	(1,538,825)	11,539,119
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	83,028	(83,028)	0	0	0	85,927	(85,927)	0
DCA 4 - Hard Infrastructure - Anketell	27,649	1,435	48,489	(47,054)	29,084	29,084	1,509	50,207	(48,697)	30,594
DCA 5 - Hard Infrastructure - Wandi	71,535	3,713	108,781	(105,069)	75,248	75,248	3,905	112,642	(108,737)	79,153
DCA 6 - Hard Infrastructure - Mandogalup	0	0	49,141	(49,141)	0	0	0	50,857	(50,857)	0
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	87,243	(87,243)	0	0	0	674,613	(674,613)	0
DCA 9 - Soft Infrastructure - Wandi/Anketell	281,680	14,619	112,280	(97,661)	296,299	296,299	15,378	700,773	(685,395)	311,677
DCA 10 - Soft Infrastructure - Casuarina/Anketell	9,843	511	239,894	(239,384)	10,353	10,353	537	2,296,895	(2,296,358)	10,891
DCA 11 - Soft Infrastructure - Wellard East	4,092,746	212,414	212,414	(81,489)	4,223,670	4,223,670	219,208	219,208	(873,901)	3,568,978
DCA 12 - Soft Infrastructure - Wellard West	860,153	44,642	(385,283)	(105,863)	369,007	369,007	19,151	898,277	(899,125)	368,159
DCA 13 - Soft Infrastructure - Bertram	20,126	1,045	72,318	(86,274)	6,170	6,170	320	879,172	(878,852)	6,491
DCA 14 - Soft Infrastructure - Wellard/Leda	144,656	7,508	20,228	(12,720)	152,163	152,163	7,897	107,550	(99,652)	160,061
DCA 15 - Soft Infrastructure - City Site	554,403	28,774	28,774	(6,762)	576,415	576,415	29,916	(286,504)	(67,100)	222,811
Sub-Total Developer Contribution Reserves	6,062,791	314,659	677,307	(1,001,687)	5,738,410	5,738,410	297,823	5,789,618	(6,769,215)	4,758,814
Total Reserves	15,689,841	814,303	1,489,614	(2,182,163)	14,997,292	14,997,292	778,359	9,608,680	(8,308,040)	16,297,932

Appendix 8
Information on Reserves

Reserve	2033					2034				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	705,608	36,621	36,621	(30,737)	711,492	711,492	36,926	36,926	(31,762)	716,657
Asset Management Reserve	2,930,877	417,779	716,395	(2,393,771)	1,253,501	1,253,501	319,091	2,052,063	(11,691)	3,293,872
Banksia Park Reserve	75,394	3,913	3,913	0	79,307	79,307	4,116	4,116	0	83,423
City Infrastructure Reserve	591,858	30,717	30,717	0	622,575	622,575	32,312	32,312	0	654,887
Community Services & Emergency Relief Reserve	136,065	7,062	7,062	0	143,127	143,127	7,428	7,428	0	150,555
Contiguous Local Authorities Group Reserve	58,982	3,061	3,061	0	62,043	62,043	3,220	3,220	0	65,263
Employment Contingency Reserve	760,524	39,471	39,471	0	799,995	799,995	41,520	41,520	0	841,515
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	579,773	30,090	30,090	0	609,863	609,863	31,652	31,652	0	641,515
Golf Course Cottage Reserve	44,244	2,296	2,296	0	46,540	46,540	2,415	2,415	0	48,956
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	15,947	828	828	0	16,775	16,775	871	871	0	17,645
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	3,508,455	0	0	(224,123)	3,284,332	3,284,332	0	0	(231,967)	3,052,365
Renewable Energy Efficiency Reserve	54,658	2,837	2,837	0	57,495	57,495	2,984	2,984	0	60,479
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	252,530	13,106	13,106	0	265,637	265,637	13,787	13,787	0	279,423
Workers Compensation Reserve	213,846	11,099	11,099	0	224,945	224,945	11,675	11,675	0	236,620
Sub-Total Municipal Reserves	11,539,119	598,880	897,496	(2,648,631)	9,787,984	9,787,984	507,996	2,240,968	(275,420)	11,753,532
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	88,927	(88,927)	0	0	0	0	0	0
DCA 4 - Hard Infrastructure - Anketell	30,594	1,590	19,804	(50,398)	0	0	0	0	0	0
DCA 5 - Hard Infrastructure - Wandl	79,153	4,147	33,381	(112,534)	0	0	0	0	0	0
DCA 6 - Hard Infrastructure - Mandogalup	0	0	52,633	(52,633)	0	0	0	0	0	0
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	698,223	(698,223)	0	0	0	0	0	0
DCA 9 - Soft Infrastructure - Wandl/Anketell	311,677	191	397,705	(709,382)	0	0	0	0	0	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	10,891	566	3,714,481	(3,725,371)	0	0	0	1,576,584	(1,576,584)	0
DCA 11 - Soft Infrastructure - Wellard East	3,568,978	38	38	(2,253,129)	1,315,886	1,315,886	0	260,698	(1,576,584)	0
DCA 12 - Soft Infrastructure - Wellard West	368,159	1,148	2,265,467	(2,279,235)	354,391	354,391	0	1,222,193	(1,576,584)	0
DCA 13 - Soft Infrastructure - Bertram	6,491	267	2,253,194	(2,258,253)	1,431	1,431	0	1,575,153	(1,576,584)	0
DCA 14 - Soft Infrastructure - Wellard/Leda	160,061	4,707	773,796	(864,018)	69,839	69,839	0	810,319	(880,158)	0
DCA 15 - Soft Infrastructure - City Site	222,811	11,564	378,592	(598,194)	3,209	3,209	0	608,426	(611,635)	0
Sub-Total Developer Contribution Reserves	4,758,814	24,218	10,676,239	(13,690,297)	1,744,756	1,744,756	0	6,053,372	(7,798,127)	0
Total Reserves	16,297,932	623,099	11,573,735	(16,338,928)	11,532,740	11,532,740	507,996	8,294,340	(8,073,548)	11,753,532

Appendix 8
Information on Reserves

Reserve	2035					2036				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	716,657	37,195	37,195	(32,822)	721,030	721,030	37,421	37,421	(33,918)	724,533
Asset Management Reserve	3,293,872	412,947	8,676,562	(329,726)	11,640,709	11,640,709	833,688	12,256,176	(12,524)	23,884,361
Banksia Park Reserve	83,423	4,330	4,330	0	87,752	87,752	4,554	4,554	0	92,307
City Infrastructure Reserve	654,887	33,989	33,989	0	688,875	688,875	35,753	35,753	0	724,628
Community Services & Emergency Relief Reserve	150,555	7,814	7,814	0	158,369	158,369	8,219	8,219	0	166,589
Contiguous Local Authorities Group Reserve	65,263	3,387	3,387	0	68,650	68,650	3,563	3,563	0	72,213
Employment Contingency Reserve	841,515	43,675	43,675	0	885,190	885,190	45,941	45,941	0	931,131
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	641,515	33,295	33,295	0	674,810	674,810	35,023	35,023	0	709,832
Golf Course Cottage Reserve	48,956	2,541	2,541	0	51,497	51,497	2,673	2,673	0	54,169
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	17,645	916	916	0	18,561	18,561	963	963	0	19,525
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	3,052,365	0	0	(240,086)	2,812,278	2,812,278	0	0	(248,489)	2,563,789
Renewable Energy Efficiency Reserve	60,479	3,139	3,139	0	63,618	63,618	3,302	3,302	0	66,920
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	279,423	14,502	14,502	0	293,925	293,925	15,255	15,255	0	309,180
Workers Compensation Reserve	236,620	12,281	12,281	0	248,900	248,900	12,918	12,918	0	261,818
Sub-Total Municipal Reserves	11,753,532	610,008	8,873,623	(602,634)	20,024,522	20,024,522	1,039,273	12,461,761	(294,931)	32,191,351
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	0	0	0	0	0	0	0	0
DCA 4 - Hard Infrastructure - Anketell	0	0	0	0	0	0	0	0	0	0
DCA 5 - Hard Infrastructure - Wandí	0	0	0	0	0	0	0	0	0	0
DCA 6 - Hard Infrastructure - Mandogalup	0	0	0	0	0	0	0	0	0	0
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	0	0	0	0	0	0	0	0
DCA 9 - Soft Infrastructure - Wandí/Anketell	0	0	0	0	0	0	0	0	0	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0
Total Reserves	11,753,532	610,008	8,873,623	(602,634)	20,024,522	20,024,522	1,039,273	12,461,761	(294,931)	32,191,351

Appendix 8
Information on Reserves

Reserve	2037					2038				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	724,533	37,603	37,603	(35,052)	727,084	727,084	37,736	37,736	(36,225)	728,595
Asset Management Reserve	23,884,361	1,456,237	8,981,713	(353,211)	32,512,863	32,512,863	1,890,708	12,356,884	(365,573)	44,504,174
Banksia Park Reserve	92,307	4,791	4,791	0	97,097	97,097	5,039	5,039	0	102,137
City Infrastructure Reserve	724,628	37,608	37,608	0	762,236	762,236	39,560	39,560	0	801,796
Community Services & Emergency Relief Reserve	166,589	8,646	8,646	0	175,235	175,235	9,095	9,095	0	184,329
Contiguous Local Authorities Group Reserve	72,213	3,748	3,748	0	75,961	75,961	3,942	3,942	0	79,903
Employment Contingency Reserve	931,131	48,326	48,326	0	979,457	979,457	50,834	50,834	0	1,030,291
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	0	0	1,610,357
Family Day Care Reserve	709,832	36,840	36,840	0	746,672	746,672	38,752	38,752	0	785,425
Golf Course Cottage Reserve	54,169	2,811	2,811	0	56,981	56,981	2,957	2,957	0	59,938
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	19,525	1,013	1,013	0	20,538	20,538	1,066	1,066	0	21,604
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	2,563,789	0	0	(257,186)	2,306,602	2,306,602	0	0	(266,188)	2,040,414
Renewable Energy Efficiency Reserve	66,920	3,473	3,473	0	70,393	70,393	3,653	3,653	0	74,046
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	309,180	16,046	16,046	0	325,226	325,226	16,879	16,879	0	342,106
Workers Compensation Reserve	261,818	13,588	13,588	0	275,407	275,407	14,294	14,294	0	289,700
Sub-Total Municipal Reserves	32,191,351	1,670,731	9,196,207	(645,449)	40,742,109	40,742,109	2,114,515	12,580,691	(667,986)	52,654,814
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	0	0	0	0	0	0	0	0
DCA 4 - Hard Infrastructure - Anketell	0	0	0	0	0	0	0	0	0	0
DCA 5 - Hard Infrastructure - Wandí	0	0	0	0	0	0	0	0	0	0
DCA 6 - Hard Infrastructure - Mandogalup	0	0	0	0	0	0	0	0	0	0
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	0	0	0	0	0	0	0	0
DCA 9 - Soft Infrastructure - Wandí/Anketell	0	0	0	0	0	0	0	0	0	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0
Total Reserves	32,191,351	1,670,731	9,196,207	(645,449)	40,742,109	40,742,109	2,114,515	12,580,691	(667,986)	52,654,814

Appendix 8
Information on Reserves

Reserve	2039					2040				
	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance	Opening Balance	Interest	Transfers In (incl Interest) (+)	Transfers Out (-)	Closing Balance
	\$		\$	\$	\$	\$		\$	\$	\$
Municipal Reserves										
Aged Persons Units Reserve	728,595	37,814	37,814	(37,438)	728,971	728,971	37,834	37,834	(38,692)	728,113
Asset Management Reserve	44,504,174	2,499,242	16,489,182	(364,483)	60,628,872	60,628,872	3,321,815	13,679,391	(912,562)	73,395,701
Banksia Park Reserve	102,137	5,301	5,301	0	107,438	107,438	5,576	5,576	0	113,014
City Infrastructure Reserve	801,796	41,613	41,613	0	843,410	843,410	43,773	43,773	0	887,182
Community Services & Emergency Relief Reserve	184,329	9,567	9,567	0	193,896	193,896	10,063	10,063	0	203,959
Contiguous Local Authorities Group Reserve	79,903	4,147	4,147	0	84,050	84,050	4,362	4,362	0	88,412
Employment Contingency Reserve	1,030,291	53,472	53,472	0	1,083,763	1,083,763	56,247	56,247	0	1,140,010
Employee Leave Reserve	1,610,357	0	0	0	1,610,357	1,610,357	0	1,084,677	0	2,695,034
Family Day Care Reserve	785,425	40,764	40,764	0	826,188	826,188	42,879	42,879	0	869,067
Golf Course Cottage Reserve	59,938	3,111	3,111	0	63,049	63,049	3,272	3,272	0	66,321
Information Technology Reserve	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserve	21,604	1,121	1,121	0	22,725	22,725	1,179	1,179	0	23,905
Public Art Reserve	0	0	0	0	0	0	0	0	0	0
Refuse Reserve	2,040,414	0	0	(275,505)	1,764,910	1,764,910	0	3,500,000	(285,147)	4,979,763
Renewable Energy Efficiency Reserve	74,046	3,843	3,843	0	77,889	77,889	4,042	4,042	0	81,932
Restricted Grants & Contributions Reserve	0	0	0	0	0	0	0	0	0	0
Settlement Agreement Reserve	342,106	17,755	17,755	0	359,861	359,861	18,677	18,677	0	378,538
Workers Compensation Reserve	289,700	15,035	15,035	0	304,736	304,736	15,816	15,816	0	320,551
Sub-Total Municipal Reserves	52,654,814	2,732,785	16,722,725	(677,426)	68,700,114	68,700,114	3,565,536	18,507,789	(1,236,401)	85,971,502
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	0	0	0	0	0	0	0	0
DCA 4 - Hard Infrastructure - Anketell	0	0	0	0	0	0	0	0	0	0
DCA 5 - Hard Infrastructure - Wandí	0	0	0	0	0	0	0	0	0	0
DCA 6 - Hard Infrastructure - Mandogalup	0	0	0	0	0	0	0	0	0	0
DCA 7 - Hard Infrastructure - Mandogalup West	0	0	0	0	0	0	0	0	0	0
DCA 8 - Soft Infrastructure - Mandogalup	0	0	0	0	0	0	0	0	0	0
DCA 9 - Soft Infrastructure - Wandí/Anketell	0	0	0	0	0	0	0	0	0	0
DCA 10 - Soft Infrastructure - Casuarina/Anketell	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0
Total Reserves	52,654,814	2,732,785	16,722,725	(677,426)	68,700,114	68,700,114	3,565,536	18,507,789	(1,236,401)	85,971,502

Appendix 8
Information on Reserves

Reserve Name	Purpose of the reserve
Aged Persons Units Reserve	was established to provide funds for the capital acquisition and maintenance of the Aged Persons Units, Callistemon Court.
Asset Management Reserve	was established to provide funds for asset management renewal projects of the City's building and infrastructure assets, thereby extending the useful economic life of such assets.
Banksia Park Reserve	has been established to provide funds for the capital acquisition and maintenance of the Banksia Park Retirement Village.
City Infrastructure Reserve	was established 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.
Community Services & Emergency Relief Reserve	was established 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	was established to provide funds for the prevention and education of Mosquito management.
Employment Contingency Reserve	to be used to ensure that adequate funds are available to finance employee costs.
Employee Leave Reserve	was established for the purpose of ensuring that adequate funds are available to finance employee leave entitlements.
Family Day Care Reserve	provides for the capital acquisitions and maintenance of this facility.
Golf Course Cottage Reserve	was established to provide funds for the maintenance of this building.
Information Technology Reserve	was established to provide funds for the implementation and maintenance of the City's software requirements.
Plant & Equipment Replacement Reserve	is utilised to replace existing fleet, plant and other City assets.
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 Local Planning Policy 5.
Refuse Reserve	was established to provide funds for the costs and subsidy of Waste Management in the City.
Renewable Energy Efficiency Reserve	was established to provide funds for renewable energy and water efficiency initiatives.
Restricted Grants & Contributions Reserve	was established to restrict funds required to complete projects relating to prior financial years.
Settlement Agreement Reserve	was established to provide funds to account for future negotiated settlement agreement payments.
Workers Compensation Reserve	was established 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 the City to pay costs relating to the open claims in the current and future years
DCA 1 - Hard Infrastructure - Bertram	was established 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	was established 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	was established 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	was established 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 - Wandí	was established to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 5 Hard Infrastructure Wandí.
DCA 6 - Hard Infrastructure - Mandogalup	was established 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)	was established 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	was established 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 - Wandí/Anketell	was established to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 9 Soft Infrastructure Wandí/Anketell.
DCA 10 - Soft Infrastructure - Casuarina/Anketell	was established 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	was established 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	was established 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	was established 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	was established 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 - Townsite	was established to restrict funds received from Developers for contributions towards future infrastructure costs and administrative costs for DCA 15 Soft Infrastructure Townsite.

**Appendix 9
Assumptions**

Inflation Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Multiplier Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Rates	2.50%	2.50%	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%
Grants & Contributions	1.75%	2.25%	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%
Fees and Charges	1.75%	2.25%	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%
Interest Earnings	1.55%	1.74%	2.17%	2.60%	3.03%	3.46%	3.89%	4.32%	4.75%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%
Other Revenue	1.75%	2.25%	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%
Salaries & Wages	1.75%	2.25%	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%
Superannuation	9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	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%
Total Superannuation	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	1.75%	2.25%	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%
Workers Compensation Premium	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%	1.38%
Population	49,596	51,746	53,879	56,096	58,335	60,534	62,902	65,346	67,874	70,374	72,889	75,270	77,471	79,627	81,599	83,469	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
Growth Rate	3.33%	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%
Materials & Contracts	1.75%	2.25%	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%
Utilities	5.80%	2.25%	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%
Interest Rates - Borrowings 5 Year Fixed	1.55%	1.74%	2.17%	2.60%	3.03%	3.46%	3.89%	4.32%	4.75%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%
Interest Rates - Borrowings 10 Year Fixed	1.94%	2.14%	2.57%	3.00%	3.43%	3.86%	4.30%	4.73%	5.16%	5.59%	5.59%	5.59%	5.59%	5.59%	5.59%	5.59%	5.59%	5.59%	5.59%	5.59%
Interest Rates - Borrowings 15 Year Fixed	2.38%	2.56%	2.96%	3.35%	3.74%	4.14%	4.53%	4.92%	5.31%	5.71%	5.71%	5.71%	5.71%	5.71%	5.71%	5.71%	5.71%	5.71%	5.71%	5.71%
Insurance Expenses	1.75%	2.25%	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%