

**11.5 ADOPTION OF THE LONG TERM FINANCIAL PLAN 2024/25 - 2033/34**

**Attachments:** 1. Long Term Financial Plan 2024/25 - 2033/34

**RECOMMENDATION:**

**That Council:**

1. **ADOPTS** the Long Term Financial Plan 2024/25 to 2033/34; and
2. **AUTHORISES** the Chief Executive Officer to forward the City of Vincent Long Term Financial Plan in Attachment 1 above to the Department of Local Government, Sport and Cultural Industries.

**PURPOSE OF REPORT:**

To consider the adoption of a Long-Term Financial Plan (LTFP) for the period 2024/25 – 2033/34.

**DELEGATION:**

*Section 19, Division 3, Local Government (Administration) Regulations 1996* establishes the minimum requirements for a local government to 'plan for the future'. This includes the requirement for the creation of a Strategic Community Plan and a Corporate Business Plan, as per *Section 5.56 Local Government Act 1995*).

This plan complies with the State Government's guidelines for the development of an Integrated Planning and Reporting (IPR) framework, and the relevant advisory standards and Model LTFP provided by the Department of Local Government, Sport and Cultural Industries.

**BACKGROUND:**

As part of the Integrated Planning and Reporting Framework (IPRF), all local governments in Western Australia are required to have developed and adopted a "plan for the future", comprising at a minimum of Strategic Community Plan and Corporate Business Plan.

The Long-Term Financial Plan is also a key component of the City's integrated planning framework and identifies how the City funds the delivery of the SCP and CBP short, medium and long-term priorities.

The City's current LTFP was adopted on 20 June 2023. We have comprehensively reviewed the LTFP to reflect the significant changes in economic conditions that have occurred since 2023 and to ensure its alignment to the City's Corporate Business Plan 2024/25 - 2027/28.

The Draft LTFP was presented to Council Members at Budget Workshops on 26 March and 30 April 2024 for consideration.

The LTFP provides an indication of a local government's long term financial sustainability and allows early identification of financial issues and their longer-term impacts. It shows the linkages between specific plans and strategies and enhances the transparency and accountability of the Council.

The underlying assumptions and calculations used in the Underground Power Financial Model have been included in the LTFP.

**DETAILS:**

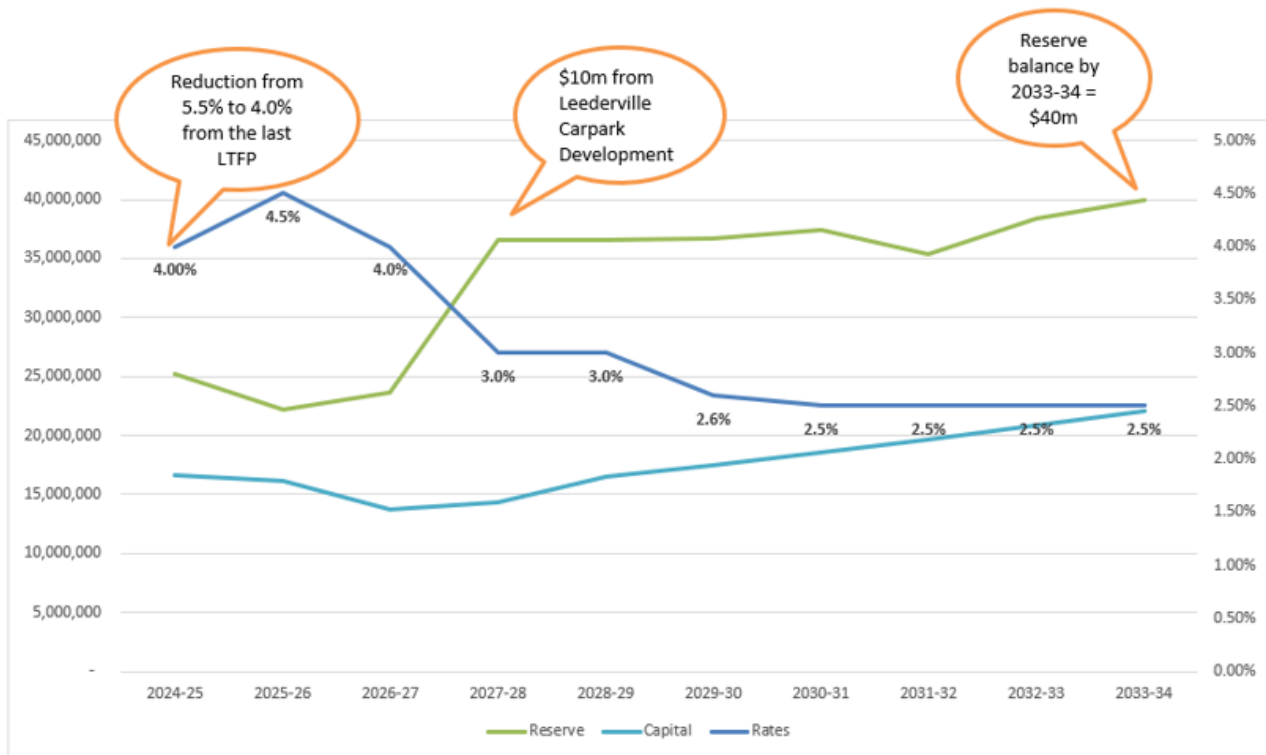
We have modelled the LTFFP from 2024/25 – 2033/34 to provide guidance towards capital expenditure and reserve funding based on varying levels of rate rises. The underlying assumptions used include:

- Net surplus of around \$50k - \$150k each year
- Service charges levied are based on E30 estimates provided by Western Power for all eight underground power projects. It's estimated that up to 70% ratepayers will elect for a 4-year payback option for each project
- A 10% contingency is included on the E30 underground power cost estimates provided by Western Power for modelling purposes
- Individual 4-year fixed interest loans are borrowed from the WATC based on 50% of the total costs for each underground project
- The Underground Power Reserve and Tamala Park Land Sales Reserve will be used to fund 4-year instalment options for up to 70% of ratepayers, help manage service charge recoverability timing issues and potential project cost escalations
- Inflation of 3% for 2025/26 onwards (based on the current Reserve Bank of Australia forecast)
- 4.0% increase in wages for 2024/25, 3.5% for 2025/26 and 2.5-3% each year until 2033/34 plus statutory superannuation increases. This is dependent on the outcome of enterprise bargaining negotiations.
- Service delivery and staff levels (i.e. full time equivalent or FTE) to remain at the same level and any increase in service expectations is absorbed through operational efficiencies
- \$10m cash consideration in 2027/28 and \$5.5m additional surplus over 10 years for the Leederville Carpark Development (Commercial Rates)
- Tree pruning savings of up to \$250k over the 10 years due to the underground power project
- Higher interest revenue compared to the previous LTFFP 2023/24 – 2032/33 has been included based on the current Reserve Bank of Australia data
- Mindarie Regional Council gate fee savings of \$1m due to the exit of the Resource Recovery Facility agreement and planned waste to energy transition from 2024/25. The savings will be transferred to the Waste Reserve over 10 years)
- Light fleet renewal is planned for every 3 years as per council policy and reflecting the optimal life span of the current hybrid and electric vehicle fleet.

**Modelled Scenario**

The base scenario allows for the majority of Council approved projects and master plans to be delivered, including key projects like Underground Power, Leederville Carpark Development, Robertson Park Development Plan Stage 1 & 2 and the Banks Reserve Master Plan. The key assumptions and outcomes of this scenario are:

- Medium rate increases (4%-4.5%) from 2024/25 to 2026/27 and reducing to 2.5%-3% from 2027/28
- Rate rise reduced from 5.5% to 4.0% in 2024/25 compared to the previous LTFFP 2023/24 – 2032/33 due to high interest revenue, fees & charges (carparking and Beatty Park) and additional surplus funds retained from the Mid-Year Budget Review
- 4-year capital works to be fully funded and a steady increase of 5%-6% in capital expenditure from 2028/29
- Reserve balance to grow by \$15m over 10 years (2033/34 balance \$40.5m)
- The current ratio is planned to fall below the minimum prescribed range of 100% due to a strategic focus on transferring any excess surplus to build up the reserve balance over the 10-year period



**COMMENT:**

The Long-Term Financial Plan is an ‘informing strategy’ within the Integrated Planning and Reporting Framework established by the State Government. It plays a vital role in prioritisation and integration, supporting the local government in current and future decision making. It enables the local government to achieve SCP and CBP outcomes, based on their resourcing capabilities, for the delivery of short, medium, and long-term community priorities. It is also an indicator of a local government’s long term financial sustainability and allows early identification of financial issues and their longer-term impacts. The LTFP highlights linkages between specific plans and strategies and enhances the transparency and accountability of the council to the community.

The Long-Term Financial Plan does not commit Council to a future course of action. Where Council decisions deviate from the assumptions within this plan, the impact on the LTFP should be understood and the LTFP updated accordingly.

The LTFP has been modelled on the 2024/25 Budget being the first year of a 10-year rolling plan. It is assumed that it is updated annually when the Annual Budget and 4-year Capital Works Budget are reviewed and adopted.

The capital expenditure approved in the annual budget has been aligned to the Corporate Business Plan and the Capital Works Program.

The LTFP is based on a range of assumptions and strategies considered reasonable at the time of developing the LTFP.

All scenarios outlined above will fund the delivery of the current 4-year capex plan and the underground power project.

**CONSULTATION/ADVERTISING:**

The LTFP is an internal planning tool used to support the City's broader strategic planning framework and in particular the Strategic Community Plan.

**LEGAL/POLICY:**

*Section 19, Division 3, Local Government (Administration) Regulations 1996* establishes the minimum requirements for a local government to 'plan for the future'. This includes the requirement for the creation of a Strategic Community Plan and a Corporate Business Plan, as per *Section 5.56 Local Government Act 1995*.

This plan complies with the State Government's guidelines for the development of an Integrated Planning and Reporting (IPR) framework, and the relevant advisory standards and Model LTFP provided by the Department of Local Government, Sport and Cultural Industries.

**RISK MANAGEMENT IMPLICATIONS:**

Medium: The Long-Term Financial Plan will be used for planning future annual budgets and assessing the future financial sustainability and therefore it is important that the estimates are based on the appropriate and relevant assumptions.

In preparing long term estimates there is a risk that the assumptions on which the estimates are based do not hold true over time. This review has been complicated by the impact of COVID-19 and high inflation, placing increased uncertainty around short term estimates. These risks are mitigated by a requirement for annual update and review.

**STRATEGIC IMPLICATIONS:**

This is in keeping with the City's *Strategic Community Plan 2022-2032*:

Innovative and Accountable

*Our resources and assets are planned and managed in an efficient and sustainable manner.*

*Our community is aware of what we are doing and how we are meeting our goals.*

*Our community is satisfied with the service we provide.*

*We are open and accountable to an engaged community.*

**SUSTAINABILITY IMPLICATIONS:**

A key aim of the Long-Term Financial Plan is to enhance the City's financial sustainability, which will in turn contribute to protecting/enhancing the City's built and natural environment and to improving resource efficiency.

**FINANCIAL/BUDGET IMPLICATIONS:**

The Long-Term Financial Plan will assist in the preparation of future Annual Budgets and project planning.





# LONG TERM FINANCIAL PLAN

## INTRODUCTION

Vincent’s primary goal is to develop a financially sustainable organisation, with sufficient financial capacity to deliver the services and projects which align with the community’s aspirations.

Vincent community aspirations are expressed through the Strategic Community Plan. The City allocates its resources and capacity through strategy and business planning instruments defined within the Integrated Planning and Reporting Framework and resourced in the Long-Term Financial Plan (“the Plan”, “the LTFP”) and the Annual Budget (“the Budget”).

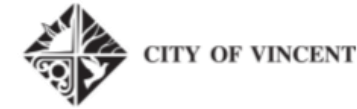
The LTFP is a significant informing document for the City’s integrated strategic planning and reporting framework as it provides information regarding the resourcing requirements and financial capacity of our local government to achieve its stated objectives and priorities. It guides decision makers in their decision making, ensuring the longer-term impact is considered.

*This Long-Term Financial Plan is consistent with all the requirements of the Local Government Act 1995, and the Department of Local Government, Sport and Cultural Industries’ guidelines on the development of Long-Term financial management plans.*

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## STRATEGIC FINANCIAL PLANNING

The City uses this strategic financial planning framework when developing and managing the LTFP.

### Key Principles

This Plan is guided by the following financial planning principles:

1. Robust sustainable and transparent financial planning approaches are applied.
2. A balanced budget philosophy is expected over both the short and long term, meaning a modest closing position in the budget.
3. Core services must be cost and quality competitive and delivered in line with community expectations.
4. A rates and revenue plan will inform the approach to revenue raising and the share of the rates burden applied to Vincent ratepayers.
5. Sale of significant assets, such as land assets, will not be used to subsidise operating expenditure.
6. Recurrent revenue should always exceed recurrent cash expenditure.
7. Asset renewal activity should be prioritised over the creation of new assets.
8. Responsible accumulation and/or deployment of cash backed reserves supports the management of known or predicted liabilities and minimises the impact of major projects in any one year or allows for specific purpose expenditure in future years.
9. Responsible use of debt is a legitimate option to address long-life community asset acquisitions or upgrades.
10. A suite of Key Financial Indicators and benchmarks will be identified and used to inform deliberations in formulating long term financial plans, budgets or other strategies.

### Prioritisation of Scarce Resources

The City recognises there are competing demands for limited financial resources in the delivery of the Strategic Community Plan.

In developing this plan, Vincent has applied the following prioritisation hierarchy:

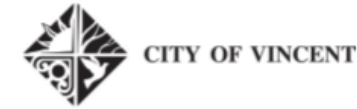
1. Activities to comply with statutory obligations or standards (ie mandatory services).
2. Renewal, and maintenance of existing infrastructure assets.
3. Capital projects supported by a significant external funding contribution.
4. Current operational funding for programs unless the operational need for any of these programs has been superseded or modified by a service review process. This may also consider service levels exceeding the statutory minimum described in (1).
5. New programs or assets.
6. New operating projects or initiatives that are supported by a significant external funding contribution.
7. Council decision for programs and projects based on the current service levels required by the community or as advised by technical specialists.

### Relationship of the LTFP to Annual Budgeting

This Long-Term Financial Plan (LTFP) exerts influence over the development of the Annual Budget.

Projects and initiatives in the LTFP and the Corporate Business Plan form the basis of the Annual Budget.

Dynamic treasury management will also occur and the LTFP and Annual Budget will evolve dynamically. Assumptions and predictive modelling in the LTFP will be updated as the impact of decisions and external factors become known.



All significant financial decisions, including changes to staffing, are to be evaluated and modelled over long-term financial horizons, and at least for a period of 10 years.

### Revenue and Rating Plan

Vincent regularly considers new funding opportunities, to increase 'own source revenue' and to reduce the rate burden on Vincent ratepayers. The City's approach to future funding is set out in the Revenue and Rating Plan.

Other funding sources include:

- Fees & Charges
- Parking Revenue
- Leases & Licences
- Investments
- Loans & Borrowings
- Cash, Savings & Reserves
- Operating and Capital Grants
- Profits on Assets

The LTFP will identify the funding gap to be met by Council rates, after other funding sources have been considered.

The LTFP is a strategic document and is designed to be dynamically modified as needed, to reflect changes to assumption.

### Service Levels

Service delivery reviews are an ongoing process to ensure local government is delivering what the community needs in the best possible way, especially with changing community needs and emerging external factors such as the need to respond to climate

The Service Delivery Review Program (SDRP) is designed to assure Council and the community that our local government services are:

- appropriate – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants
- effective – that is, the City delivers targeted, better quality services in new ways
- efficient – that is, the City improves resource use (people, materials, plant and equipment, infrastructure, buildings) and redirect savings to finance new or improved services.

The information gathered and recommendations inform the Corporate Business Plan review and ensures alignment, cost-benefit and resource capability.

The key benefits of service delivery reviews include:

- alignment of services with community needs and a more engaged community
- higher quality service provision
- cost savings and sometimes income generation
- increased efficiency of often limited resources
- partnerships and networks with other local governments and service providers
- increased capacity of staff to respond to the changing needs of the community
- staff who work cooperatively across directorates
- more systematic approach to understanding future community needs.
- Innovative approach to service deliver

The Service Delivery Review Program is part of a continuous improvement process linked to the Integrated Reporting and Planning Framework focused on:

- alignment of service delivery to Strategic Community Plan priorities and outcomes





- development and implementation of the Corporate Business Plan and Capital Works Program
- annual budget process
- asset management
- community engagement

Why do we have a Service Delivery Review Program? Service delivery reviews help us:

- understand the service needs of our community
- determine how to efficiently and effectively deliver those services
- work internally or with partners to deliver services
- Continuously improve our services.

The City of Vincent is under increasing financial pressure with hard limits on revenue sources and ever-increasing demands or expectations of increased expenditure.

We are also committed to operating in an environmentally and socially responsible manner and provide a wide range of quality services.

The SDRP will help clarify the needs of our community and use an evidence-based approach to assess how efficiently and effectively it is meeting those needs.

The SDRP will guide any future changes to service delivery, which will provide benefits to all stakeholders whilst being financially sustainable.

Service delivery reviews are an ongoing process to ensure local government is delivering what the community needs in the best possible way, especially with changing community needs and emerging external factors such as the need to respond to climate change.

The program helps ensure both staff and the community are able to think critically and systematically about current and future service needs.

It also leads to innovation in service provision and helps build a culture of continuous improvement within Vincent.

### Capital Project Proposals

Vincent’s infrastructure, property and equipment assets are used to deliver important community services and the City’s strategic community plan.

The development of meaningful asset management plans is essential to delivering on the City’s strategic direction, service plans, projects and operational plans. Integrating Asset Management with robust long term financial plans and annual budgets is an essential part of long-term financial planning.

### Capital Project Mix

When developing the City’s Long Term Financial Plan, due consideration is given to the indicative asset management ratios for Asset Sustainability, Asset Consumption and Asset Renewal Funding. If the indicative asset management ratios disclose an adverse trend, Council will reconsider the capital project mix and assign a greater priority to asset renewal and maintenance.

*Typical Capital Project Mix*

Priority	Capital works Type	% Capital Works Budget (10-year average)
1	Asset Renewal & Maintenance	84%
2	Capital projects funded by grants/contributions	10%
3	New/upgrade assets	16%



*Typical Capital Works Allocation by Asset Category*

Asset Class	% Capital Works Budget (10-year average)
Land & Building	21%
Infrastructure	64%
Plant & Equipment	12%
Furniture & Equipment	4%

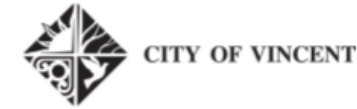
**Asset Consumption**

Capital works planning avoids repeated outcomes where the consumption of assets exceeds asset renewal or replacement (ie where depreciation is greater than renewal and maintenance expenditure) other than in exceptional circumstances.

**Projects on a Page**

All project proposals are documented on a project-plan-on-a-page (POAP) that clearly articulates:

- Links to the Strategic Community Plan
- Alignment with Asset Management Plans or other critical informing strategies
- Assessment of community / organisational impact.
- Measurable outcomes / outputs.
- Achievement of Risk Management Objectives - relating to extreme or high risks
- Synergies with other major capital initiatives.
- Potential future revenue streams or cost savings.
- Full life cycle costs.
- Evidence of external funding efforts and articulation of funding successes and grant funding obligations.
- Cash flow implications for the project.
- Realistic timelines and deliverables with appropriate consideration of organisational capacity.
- Details of any significant financial contingencies included in the costing and the project phase to which they relate.



## Commercial Operations

Vincent has specific financial strategies for the management of the following commercial operations. These strategies comply with the requirements of the *Local Government Act 1995*.

### Beatty Park Leisure Centre

Beatty Park Leisure Centre is a significant operation that delivers recreation services to over 1 million patrons each year. Sound commercial management practices are applied that ensure Beatty Park is run efficiently and delivers a competitive, value for money, service.

Beatty Park Leisure Centre is managed as a contestable and integrated business unit. Where possible and appropriate, it operates on a user-pays basis. Fees and charges consider the competitive market context and are set annually during the budget process. Fees and charges may be used to fund Beatty Park operational requirements, such as equipment upgrades, such that the users pay for the delivery of these service improvements.

A positive Gross Profit Margin is to be achieved for the following services:

- Gym and Fitness
- Swim School
- Retail Store
- Tenancies – Beatty Park Physio and Beatty Park Café

This is used to offset a negative Gross Profit Margin for Aquatic Services (indoor and outdoor pool) and the subsidised creche, with the overall objective that the centre seeks to break even.

The business unit profit and loss statement includes:

- Revenue generated through fees and charges
- Revenue generated from commercial leases in the centre
- Repayment of debt associated with capital works and substantial equipment purchases
- Depreciation of assets, excluding the Heritage Grandstand
- Operating and capital expenditure required to deliver services
- Reasonable and proportionate administrative and corporate overheads, including HR, Finance and technology support

To create a contestable benchmark for market comparison, the business unit profit and loss statement excludes revenue and expenditure that is unrelated to Beatty Park Leisure Centre, including:

- City of Vincent sport and recreation functions
- City of Vincent parks, halls and facility bookings
- Expenditure imposed on Beatty Park by virtue of association with the City of Vincent, that would not be applied to a commercial operator

Beatty Park Leisure Centre surplus will be directed to the Beatty Park Leisure Centre Reserve and will fund the major upgrade and redevelopment of the Beatty Park Leisure Centre including the replacement or purchase of major plant, equipment, fixtures, and fittings (excluding the Heritage Grandstand).



**Catalina Regional Council**

Vincent is a 1/12<sup>th</sup> owner of the Catalina Regional Council, along with 6 other local authorities.

The purpose of the Catalina Regional Council is to undertake the rezoning, subdivision, development, marketing, and sale of land.

The objectives of the CRC are:

- to develop and improve the value of the land;
- to maximise, within prudent risk parameters, the financial return to the participants;
- to balance economic, social and environmental issues; and
- to produce a quality development demonstrating the best urban design and development practice.

Revenue received by Vincent from Catalina Regional Council is directed to the Tamala Park Land Sales Reserve and used to fund future significant/major capital works, underground power projects, infrastructure, project or debt reduction programs. In future, this reserve will be used to manage Western Power payments for the eight underground power projects.

**Property Management**

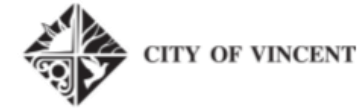
Vincent provides access to property for the benefit of the Vincent community.

The Property Management Framework determines how these leases and licences operate across four categories:

Category One	Small Community Groups
Category Two	Sporting Clubs, Community Groups and Organisations
Category Three	Commercial entities, state and national clubs, associations and community organisations
Category Four	Government agencies

The City does not seek to derive profit from leases in categories 1 or 2. The annual fee methodology for these categories is based on the Gross Rental Value (GRV) of the property with a subsidy applied based on a community benefit matrix.

Organisations that fall into categories three and four are responsible for all costs associated with the property. Rent for category three and four tenants is negotiated by reference to the total GRV for a property.



### Procurement & Contract Management

Vincent uses a procurement framework and contract management framework to ensure financial decisions:

- demonstrate value for money
- are compliant with relevant legislation, codes and standards, including the Local Government Act 1995 (Act) and the Local Government (Functions and General) Regulations 1996, (Regulations)
- demonstrate probity by establishing processes that promote openness, transparency, fairness and equity to all potential suppliers
- ensure that the sustainable benefits, such as environmental, social and local economic factors are considered in the overall value for money assessment
- ensure that goods and services to be procured are necessary and fit for purpose
- properly evaluate and consider the safety and health characteristics of any goods/services prior to being introduced into the City's workplaces
- are supported by Budget provisions or comply with section 6.8(1) of the Act
- are conducted in a consistent and efficient manner across the City and that ethical decision making is demonstrated.

### Cash Backed Reserves

Cash Backed Reserves are created as a long-term savings plan for future major expenditure for the following reasons:

1. Minimising in any one year, the financial impact of major asset acquisitions or replacements.
2. Providing funds to take advantage of emerging opportunities that are aligned to strategic directions.
3. Risk mitigation opportunities that minimise the impact of unanticipated financial risks on the City's operations in any one year.
4. Providing for a known liability listed in the Long-Term Financial Plan (LTFP) and is of a magnitude warranting accumulation of funds over an extended period.
5. To comply with the requirements of legislation or other contractual requirements.

The proposed balance, and the quantum of increases or decreases to the Cash Backed Reserves over future years, are incorporated into the Long-Term Financial Plan.

The use of Cash Backed Reserves is restricted by the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996. Each Reserve is required to be established with a clearly defined purpose that specifies how, and for what, the funds held in the reserve may be used. The purpose of a reserve can only be changed either through the annual budget process or through the statutory process detailed in Section 6.11 of the Local Government Act (1995).



## STRATEGIC CONTEXT

### Inflation

Over the 12 months to the March 2024 quarter, annual inflation rose to 3.6%. This is expected to decline to 2-3% by mid-2025 based on Reserve Bank of Australia data. A 3% rate has been assumed for future years thereafter. In a high inflationary environment ranging from 5% to 7%, this would be equivalent to a 1% to 2% additional rate increase in the respective year.

### Underground Power

In 2022/23, Vincent has commenced a project with Western Power to deliver eight underground power projects. Extensive financial modelling was undertaken to consider the most equitable solution for both the City and ratepayers.

The funding for the projects will be shared between Western Power and the City's ratepayers:

- Western Power will fund a portion of the network charge which will vary depending on the project
- Ratepayers will fund the remaining network charges and the connection fee

The financial model was adopted at the Ordinary Council Meeting on 20 June 2023 and includes the following assumptions that has been factored into the LTFP:

- A maximum borrowing capacity of 50% has been assessed using the Western Australian Treasury Corporation's (WATC) Indicative Additional Debt Capacity Calculator
- Ratepayers will be provided the option to pay their service charges upfront payment or through a 4-year payback period option
- The 4-year payback period option will be available for up to an estimated maximum 70% of ratepayers per project and funded by a

combination of 4-year fixed interest term loans borrowed from the WATC, the Underground Power Reserve and the Tamala Park Land Sales Reserve

- The Underground Power Reserve and Tamala Park Land Sales Reserve will be used during the life of the project
- Properties will be levied a service charge based on the total costs of their specific project area

The financial model will inform the City's negotiation in the Co-Funding Agreement, which will need to be signed by Western Power and the City of Vincent prior to the construction commencing in 2025.

During 2023/24, the City has progressed financial modelling for an allocation methodology to determine the estimated cost of the first underground power project to property owners.

*Underground Power is a once-in-a-generation project. It takes advantage of diverting Western Power's network upgrade expenditure toward undergrounding power distribution assets.*

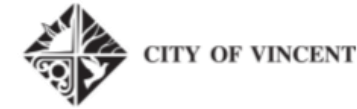
### Asset Management Sustainability

Vincent has identified that our current level of asset renewal demand currently exceeds the City's ability to fully resource asset renewal investment. To meet this challenge, the City must strike the balance between maintaining our current portfolio and the scale of ageing assets whilst meeting the needs of a growing and diverse community and a changing environment. This needs to happen within our means and be financially sustainable in the long term.

In 2018/19 the asset sustainability ratio for Vincent was 33%, equating to an asset renewal gap in a single year of approximately \$7.5m. This was well below the established Local Government benchmark of 90%.

In response, the City has prepared an Asset Management Sustainability Strategy (AMSS). Notably, the strategy identifies two major capital projects requiring





investment. The Beatty Park Leisure Centre Grandstand is a highly-valued asset that is in need of significant additional investment to keep it maintained for future generations (AMSS, p20). Additionally, the facilities at Leederville Oval are dated and ageing and not keeping pace with community expectations (AMSS, p31). The City is in the process of developing Asset Management Plans for these two ageing facilities to better understand and plan the asset management responsibilities, risk and financial investment required over the next 10-15 years.

In the process of reviewing the Property Asset management Plan (for the City's Building and Facilities asset portfolio) a Building Level of Service framework has been developed which will guide the prioritisation of the City's capital works and renewal programs.

A new Asset Management Policy has also been developed and will be implemented through an Asset Management Framework and asset planning and project planning processes.

The current LTFP has estimated a revised asset sustainability ratio average of 91% over the next 10 years.

For more information, refer to item 10.2 at the Ordinary Council Meeting held 16 November 2021 and item 10.1 at the Ordinary Council Meeting held 8 March 2022.

### Waste Management Services

In 2021/22 Vincent used a \$7m loan to exit the Mindarie Regional Council's Resource Recovery Facility (RRF) facility.

Vincent was one of 12 Councils involved in this decision. All Councils agreed it was financially beneficial given changes to the waste management market to exit the existing contract, rather than allow the contract to continue.

Exiting the contract and making other changes to waste service delivery, including the implementation of the FOGO system and planned waste to energy

transition are forecast to save the City of Vincent \$1M over 10 years. This was approved by Council in a confidential paper, as item 17.1 at the Ordinary Council Meeting held 15 December 2020.

Since the inception of the FOGO system, the City has managed to divert over 8,622 tonnes of organic waste from landfill (November 2021 to November 2023). The cost savings are estimated to be \$15/tonne, which is the difference between landfill and FOGO processing.

The City will continue to tailor waste education programs to residents in an effort to reduce contamination levels, resulting in increased diversion from landfill (and reduced landfill costs) and operational efficiencies.

For more information, refer also to the discussion on materials and contracts in the Annual Budget, item 11.7 at the Ordinary Council Meeting held 22 June 2021.

### Litis Stadium Grant

In partnership with Floreat Athena Soccer, Vincent will receive \$3m in Grant funding between 2023/24 to 2025/26 to improve community facilities at Litis Stadium.

### Unfunded Projects & Masterplans

Vincent is unable to fund all major capital projects and has insufficient funds to pay for more expensive, multi-generational projects. This will require the City to build reserves over time, toward funding this expenditure.

The following significant projects have not been included in the LTFP:

- Redevelopment of the Beatty Park Heritage Grandstand
- Investment in Beatty Park Leisure Centre to deliver new or enhanced services
- Leederville Oval Precinct development and improvement



## NEW REVENUE AND DEBT REDUCTION

While the City has a focus on operating efficiency, it also continuously seeks new revenue and debt reduction opportunities to take the rates burden off ratepayers.

### Leederville Carparks Redevelopment

During 2022/23, the City of Vincent commenced a request for proposals (RFP) process for redevelopment of the City's major landholdings in Leederville, being the Avenue Car Park and Frame Court Car Park.

The City approved the sale of land to developer Hesperia, who also developed the ABN Building in Electric Lane. They have proposed to deliver more than \$300 million in investment into Leederville to transform the two car parks into transit-oriented mixed-use development.

Once the development is completed, there will be a total of 484 car bays on top of an extra 148 bays available after 5.30pm on weekdays and on weekends.

Financial modelling was undertaken to determine the proposed development's financial impact to our long-term financial plan.

For more information, refer to item 9.10 at the Ordinary Council Meeting held 25 July 2023.

### Sydney Haynes Reserve

The City of Vincent has identified that the current use of 15 (Lot 9) Haynes Street, North Perth is in breach of the Deed of Trust, dated 2 October 1941. The City sought the approval of the Office of the Attorney General to transition the land back to public open space, ie the Sydney Haynes Reserve.

An accompanying block of land at 25 Sydney Street, North Perth was used as a car park by tenants of 15 Haynes Street. This block of land was not required, and

the City determined that selling the Land would have a greater community value if it was sold, as the proceeds from the sale could fund the construction and development of the public open space.

Following advertising of the land for sale in April 2023, Council at its meeting 16 May 2023 resolved to accept an offer and approve the sale and transfer of the land.

Residual proceeds from the sale has been allocated to the Public Open Space Reserve for future development of public open space in the City.

For more information, refer to item 9.4 at the Ordinary Council Meeting held 17 May 2022 and 9.14 at the Ordinary Council Meeting held 16 May 2023.

### Mindarie Regional Council

The City of Vincent is a 1/12<sup>th</sup> owner of the Mindarie Regional Council (MRC), Western Australia's largest waste management authority.

As a part owner, the City may derive a benefit from commercial activities of the MRC.

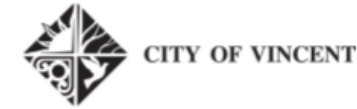
For more information on Mindarie Regional Council, refer to their website:

[Waste Management Authority | Perth WA - Mindarie Regional Council \(mrc.wa.gov.au\)](https://www.mrc.wa.gov.au)

### Third Party Partnerships

Where it is financially beneficial, the City of Vincent may create partnerships with third parties. These partnerships are established following a competitive market process, and the terms are approved by Council.

In one example, Vincent has a lease agreement and a management agreement with Belgravia Leisure (**Belgravia**) to operate the Loftus Recreation Centre on the City's behalf. Belgravia pay a leasing fee, a management agreement fee, repay



the Loftus Recreation Centre Loan, and contribute toward the Loftus Recreation Centre Reserve.

The City has oversight of the performance of the business in a quarterly management report, and ensures a community benefit is delivered.

For more information, refer to item 9.6 at the Ordinary Council Meeting held 8 February 2022.

### LTFP ASSUMPTIONS & MODELLING

The LTFP's assumptions and modelling provides the City with reliable, robust information to assess our capacity to maintain overall financial sustainability into the Long-Term and, most importantly, to ensure that we have in place the necessary funding arrangements to support proposed capital replacement programs and new capital projects.

The Plan is expected to influence the City's Annual Budget each year - but it is recognised that the Plan is a dynamic and evolving document that responds to changing strategic priorities, service level expectations and economic conditions.

In regularly reviewing the plan, where such changes occur and the impact is significant, the financial modelling will be adjusted to reflect these changes. This iterative approach reflects responsible business practice.

#### Qualifications & Limitations

As with any long-term financial model, it is important to understand any qualifications and/or limitations that may relate to the outputs of the model.

It is based on a number of financial assumptions relating to the:

- quantum of and anticipated movements in both revenues and expenditures
- anticipated timeframes for cash flows into and out of the organisation

- expectations of the continuation of (at least), existing funding initiatives.

Indicative funding or cost estimates included in this plan may relate to broad proposals that:

- Have been approved by Council and are in progress.
- Have been considered by Council but have yet to be given final approval to proceed.
- Have only been considered by Council at a strategic or conceptual level.
- Are operational in nature and based on the continued delivery of existing services.
- Are operational in nature and relate to the maintenance of City assets in accordance with management plans and maintenance plans.

Adoption of the Plan by Council does not constitute an irrevocable commitment to any specific project or service referenced in the plan, nor to its timing.

Similarly, it does not preclude the possible subsequent inclusion of further service or capital initiatives in future years if the financial modelling and strategic direction of Council indicate that it aligns with that strategic direction and could be supported without adversely impacting on the City's financial sustainability.

Any assumptions in relation to either the financial modelling parameters, projects or service proposals are prepared based on the best available information and knowledge at hand.

#### Key Financial Indicators

There are a number of statutory financial indicators that a local government must calculate and disclose in both their financial planning and financial reporting documents.



The calculation of each indicator - and the specific inclusions in both the denominator and numerator used in the calculation are strictly prescribed in the Local Government Financial Management Regulations (LGFMR). This ensures that financial indicators published by different local governments are comparable.

However, it must be appreciated that there is no single indicator that demonstrates a local government’s financial sustainability - nor does it necessarily mean that it is fatal if a particular local government falls below the Department of Local Government’s ‘preferred’ benchmark for that particular indicator in a single year.

It is important to understand not only the trend in a particular indicator but also the circumstances leading to the calculation of that particular indicator value to ensure that it is interpreted ‘in context’.

The results of the calculation of each of the key financial indicators and detail of the industry benchmarks is provided in the scenario modelling below.

Assumptions for all Scenarios

The following assumptions are included in all scenarios in this LTFP:

Key Metrics	Assumptions
Service Charges	<ul style="list-style-type: none"> <li>- Service charges levied are based on E30 estimates provided by Western Power for all eight underground power projects</li> <li>- It is estimated that up to 70% ratepayers will elect for a 4-year payback option per project</li> </ul>
Underground Power Project Costs	A 10% contingency is included on the E30 cost estimates provided by Western Power for modelling purposes

Loans	Individual 4-year fixed interest loans are borrowed from the WATC based on 50% of the total costs for each underground project
Reserves	The Underground Power Reserve and Tamala Park Land Sales Reserve will be used to fund 4-year instalment options for up to 70% of ratepayers, help manage service charge recoverability timing issues and potential project cost escalations
Inflation	- 3% from 2025/26 onwards, based on Reserve Bank of Australia data
Employee Costs	<ul style="list-style-type: none"> <li>- 4.0% increase in wages for 2024/25, 3.5% for 2025/26 and &amp; 2.5%-3% each year until 2033/34</li> <li>- Superannuation contribution increases to 11.5% and 12% in 2024/25 and 2025/26 respectively</li> <li>- Staff numbers (FTE) remain at the same level and any increase in service expectations is absorbed through operational efficiencies</li> </ul>
Fees & Charges	Reflects inflationary assumptions
Beatty Park Fees	
Car Parking Increases	
Interest Revenue	Higher interest revenue compared to the previous LTFP 2023/24 – 2032/33 has been included based on current Reserve Bank of Australia data
Waste	Exit of Resource Recovery Facility contract and waste to energy transition from FY25. Savings of



	~\$1m over 10 years have been transferred to the Strategic Waste Management Reserve
Service Delivery	No changes to service delivery
Light Fleet Renewal	Assumes light fleet vehicles are renewed every 3 years
Tree Pruning	Estimated savings of \$250k over 10 years due to the underground power project
Leederville Carpark Development (Commercial Rates)	<ul style="list-style-type: none"> <li>- \$5.5m additional surplus over 10 years</li> <li>- \$10m cash consideration in 2027/28</li> </ul>

Potential revenue sources not included in the LTFP

The following revenue opportunities may arise during the life of the LTFP:

Source	Description
Car Parking	Additional revenue generated from changes to parking fees, above inflation
Grant Funding	Additional grant funding opportunities are likely in this period
Asset Sales	Potential sale of assets (ie land)

Potential operating efficiencies not included in the LTFP

The following operating efficiencies may arise during the life of the LTFP:

Source	Description
Operational Cost Savings	Delivering operational efficiencies that reduce operating costs and the required rates burden

Key Projects Funded

The following key projects are funded in the LTFP:

Description	Delivery Year	Amount	Funded from Rates/Service Charges
Underground Power Project (based on E30 cost estimates provided by Western Power)	2024/25 to 2030/31	>\$80m	>\$80m
Leederville Carpark Development	2025/26 to 2033/34	-	-
Robertson Park Development Plan – Stages 1 & 2	2024/25	\$1.58m	\$0.50m
	2025/26	\$2.0m	\$2.0m
	2026/27	\$1.52m	\$0.97m
	2027/28	\$0.40m	\$0.40m
Banks Reserve Master Plan (without a community facility)	2024/25	\$0.20m	\$0.20m
	2025/26	\$0.17m	\$0.17m
	2026/27	\$0.55m	\$0.55m



Projects not included in the LTFP:

The following key projects are not included in the LTFP:

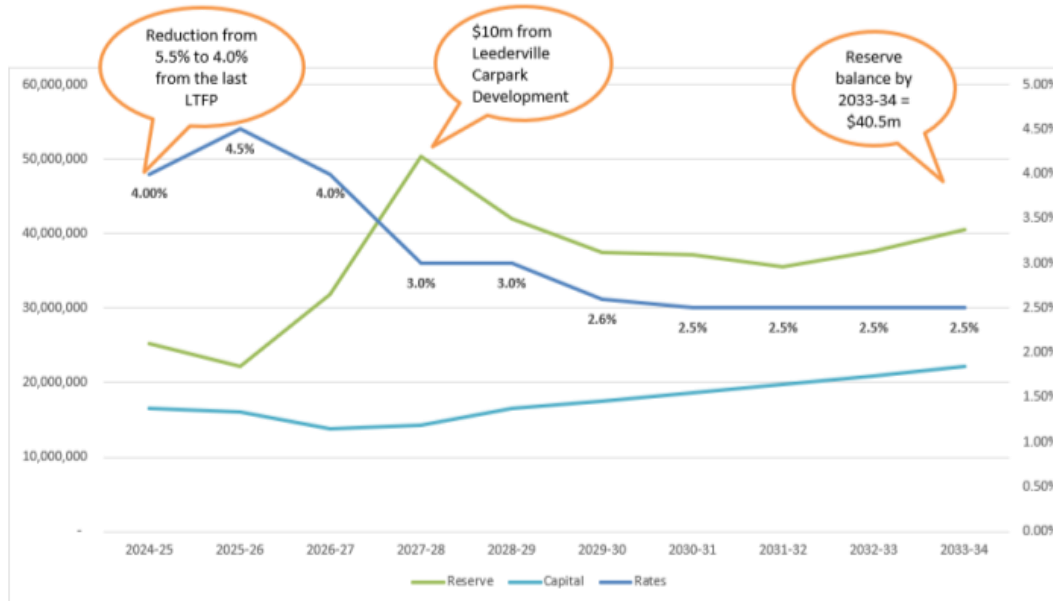
Description	Delivery Year	Amount
Banks Reserve Master Plan – Community facility and extension to car park	2026/27	\$2.5m
Beatty Park 2062: - Heritage Grandstand preservation		\$7.5m
Beatty Park 2062: - Heritage Grandstand redevelopment of original entry hall		\$3.2m
Leederville Oval: - 1000 Lux Lights, turf refurbishment		\$3m
Leederville Oval: - Clubroom and Grandstand development		\$19m





SCENARIO MODELLING

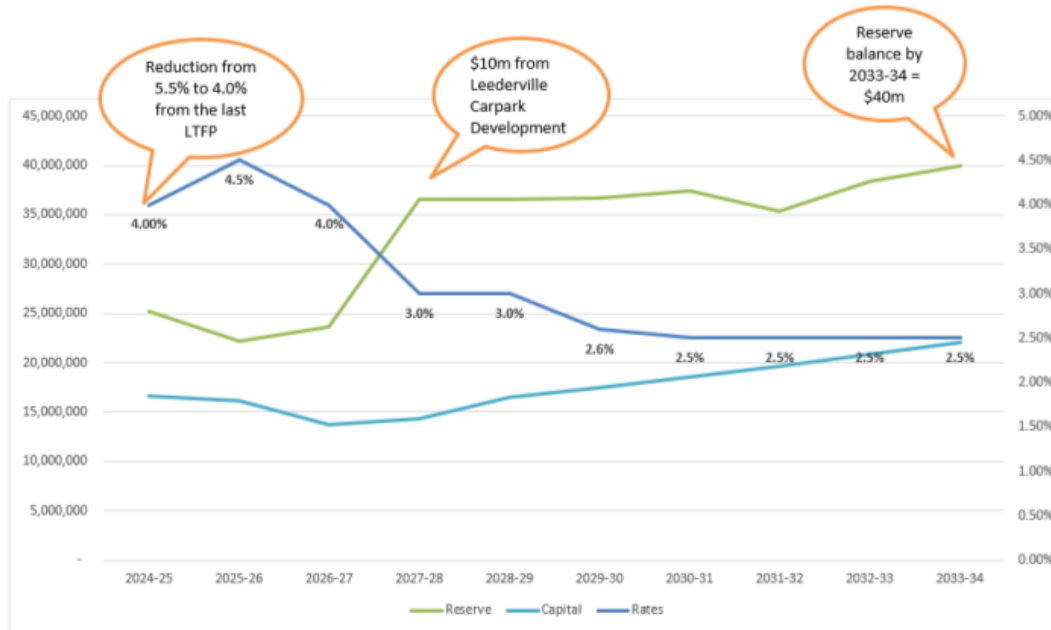
Capex/Rates/Reserves (Including Underground Power)



- Capex**
  - 4-year capital works is fully funded which includes Robertson Park and Banks Reserve projects
  - Total capital spend until 2032/33 will reduce to \$153.7m from \$156.0m in the updated LTFP due to the revised 4-year plan.
- Rates**
  - For 2024/25, the rates can be reduced to 4% from 5.5% due to high interest revenue, fees & charges (carparking and Beatty Park) and additional surplus funds retained from the MYBR
  - Largely due to an increase of municipal funding (\$1.5m) required for the Robertson Park project over 4 years:
    - For 2025/26, an increase to 4.5% from 4.0%
    - For 2026/27, an increase to 4% from 3%
- Reserves**
  - \$15m increase over 10 years
  - Closing balance of reserves at \$40.5m by 2033/34



Capex/Rates/Reserves (Excluding Underground Power)



- Capex**
  - 4-year capital works is fully funded which includes Robertson Park and Banks Reserve projects
  - Total capital spend until 2032/33 will reduce to \$153.7m from \$156.0m in the updated LTFP due to the revised 4-year plan.
- Rates**
  - For 2024/25, the rates can be reduced to 4% from 5.5% due to high interest revenue, fees & charges (carparking and Beatty Park) and additional surplus funds retained from the MYBR
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    - For 2025/26, an increase to 4.5% from 4.0%
    - For 2026/27, an increase to 4% from 3%
- Reserves**
  - \$15m increase over 10 years
  - Closing balance of reserves at \$40.5m by 2033/34



Financial Ratios

	Min Range	Target Range	Average	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
<b>Current Ratio (incl. term deposits)</b> - The ability of a local government to meet its short-term financial obligations out of unrestricted current assets	> 100%	> 120%		97%	88%	94%	102%	105%	96%	90%	97%	103%	103%	90%
<b>Operating Surplus Ratio</b> - Measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes.	> 1%	> 5%		4%	4%	-2%	28%	16%	-26%	-2%	3%	1%	5%	7%
<b>Own Source Revenue Coverage Ratio</b> - the measurement of a local government's ability to cover its costs through its own revenue efforts	> 40%	> 60%		104%	102%	96%	137%	117%	78%	96%	101%	99%	102%	106%
<b>Debt Service Cover Ratio</b> - measurement of a local government's ability to repay its debt including lease payments. The higher the ratio is, the easier it is for a local government to obtain a loan.	> 300%	> 500%		550%	1132%	478%	1073%	496%	-41%	211%	326%	390%	677%	755%
<b>Asset Sustainability Ratio</b> - indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.	> 90%	> 110%		91%	97%	91%	76%	80%	90%	92%	93%	94%	98%	100%
<b>Asset Consumption Ratio</b> - Measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.	> 50%	> 60%		61%	63%	61%	64%	63%	61%	61%	60%	60%	60%	60%

**GREEN** indicates that the projected indicator exceeds the minimum range prescribed by DLGSC  
**AMBER** indicates that the projected indicator is below the minimum range prescribed by DLGSC

<sup>1</sup> The Current Ratio falls below the minimum range of 100% due to a focus on transferring any excess surplus funds to build up the reserve balance over the 10-year period  
<sup>2</sup> The Operating Surplus Ratio falls below the minimum range of 1% in years where there are high operational costs associated with the underground power projects  
<sup>3</sup> The Debt Service Coverage Ratio falls below the minimum range of 300% due to the City reaching maximum borrowing capacity from funds borrowed for Underground Power projects  
<sup>4</sup> The Asset Sustainability Ratio falls below the minimum range of 90% in years where there is a higher proportion of CAPEX spend on new projects such as Robertson Park



## LTFP ANALYSIS

Commentary on the 2024/25 – 2033/34 LTFP

Loan Borrowing Analysis

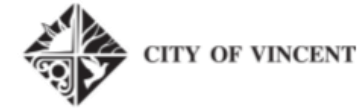
Reserve Fund Analysis

Funding Mix and Funding Use

Financial Statement Analysis

Appendices

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## COMMENTARY ON THE 2024/25 – 2033/34 LTFP

The LTFP modelled above provides guidance towards capital expenditure and reserve funding based on varying levels of rate rises. It is noted that the optimum financial model is prepared to inform the Corporate Business Plan and allocate the necessary resources to ensure that the Strategic Community Plan priorities are achieved.

A conservative approach has been adopted in the preparation of the LTFP considering that significant and unprecedented economic impacts, high inflation and aggressive interest rate fluctuations have occurred in the prior year.

### Base Scenario

The LTFP supports long-term financial sustainability through growth in reserves and the ability to fund the 4-year capital works without adopting significant rate rises over the life of the LTFP. Key projects including Underground Power, Leederville Carpark Development, Robertson Park Development Plan Stage 1 & 2 and the Banks Reserve Master Plan (without community facility) have been included in the plan. The key assumptions and outcomes of this scenario are:

- Rate increases (4%-4.5%) from 2024/25 to 2026/27 and reducing to 2.5%-3% from 2027/28
- Rate rise reduced from 5.5% to 4.5% in 2024/25 compared to the previous LTFP 2023/24 – 2032/33 due to high interest revenue, fees & charges (carparking and Beatty Park) and additional surplus funds retained from the Mid-Year Budget Review
- Largely due to an increase of municipal funding (\$1.5m) required for the Robertson Park project over 4 years, the following rate changes from the previous LTFP have been adopted:
  - Rate rise increased from 4% to 4.5% in 2025/26

- Rate rise increased from 3% to 4% in 2026/27

- 4-year capital works to be fully funded and a steady increase of 5-6% in capital expenditure from 2028/29
- Reserve balance to increase by \$15m over 10 years (2033/34 balance \$40.5m)
- The debt service coverage ratio falls below the minimum prescribed range of 300% due to the City reaching maximum borrowing capacity from funds borrowed for the underground power projects. It is assumed that funds will not be borrowed for other projects other than for underground power over the 10 years.
- The current ratio falls below the minimum prescribed range of 100% due to a focus on transferring any excess surplus funds to build up the reserve balance over the 10-year period
- Majority of key financial ratios meet the minimum target prescribed by the Department of Local Government, Sport and Cultural Industries (DLGSC)

## LOAN BORROWING ANALYSIS

Loan borrowings are a legitimate financing facility available to local governments to sustainably meet the long-term needs of its community, particularly in respect to major capital works projects. The Act empowers the City to borrow within a financial strategy as part of a balanced funding package and are included in the City's Long Term Financial Plan where appropriate.

The City is expected to borrow 4-year fixed interest term loans up to a maximum of 50% of the total costs for each underground power project over the next 10 years. The loans will fund ratepayers that have elected for the 4-year instalment plan.

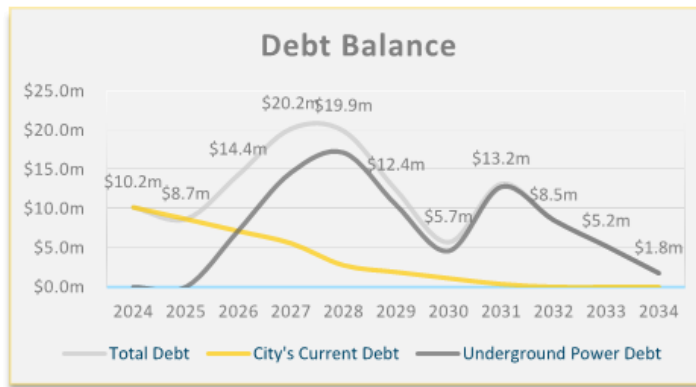
The City's outstanding loan borrowings at the commencement of the LTFP is projected to start at \$10.1m early in 2024/25 and then progressively peak to



\$20.2m in 2026/27 due to the loans borrowed for the underground power project.

To increase the City’s borrowing capacity for the underground power project, an additional loan repayment of \$1.4m towards the Beatty Park Development loan was approved during the 2023/24 mid-year budget review.

The City’s debt levels over the life of the project; including existing loans are shown below:



RATES YIELD ANALYSIS

The rate setting model used in preparing the financial plan represents an annual rate yield increase between 2.5% - 4.5% (2024/25 to 2033/34). This is the level required to ensure that the balance between the City’s operational expenditure and its operational revenue generating capacity is maintained at a sustainable level - as reflected in the Operating Surplus Ratio.

RESERVE FUND ANALYSIS

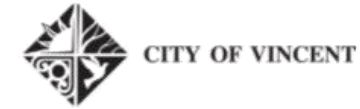
Local governments rely heavily on own source income, with Rates being a majority component. Given the demands to fund ongoing operations and specific major projects, funding strategies are required to avoid significant variations in the demand for funds and the consequential impact on ratepayers. Financial Reserves are considered an appropriate mechanism to sustainably manage a local government’s financial stability, helping to avoid the need for large or irregular rate movements in the years that relevant projects are delivered, spreading or smoothing the financial implications.

Cash backed (discretionary) Reserves are used to set aside funds for a proposed future purpose (see Appendices). Subject to the requirements of section 6.11 of the Act, reserve funds must only be used for the nominated purpose. These reserves may be funded by appropriation from the City’s Municipal fund or by the proceeds of asset sales, distributions from Tamala Park Regional Council (TPRC) or linked to a specific income source.

The City will utilise the Underground Power Reserve and the Tamala Park Land Sales Reserve during the life of the underground power project. The use would allow for the funding of 4-year instalment options for up to 70% of ratepayers, help manage service charge recoverability timing issues and potential project cost escalations.

The Forecast Schedule of Reserves prepared which provides a breakdown of reserve funds over the life of the LTFP. It shows that there will be heavy reliance on reserve drawdowns in 2025/26 (net reduction of around \$3m) to fund the 4-year capital plan. The reserve balance is anticipated to grow again from 2026/27 and a \$10m cash consideration is expected to be received from the Leederville Carpark Development and transferred into an Investment Reserve from 2027/28. Over the 10-year period, the balance is projected to grow to \$40.5m in 2033/34.





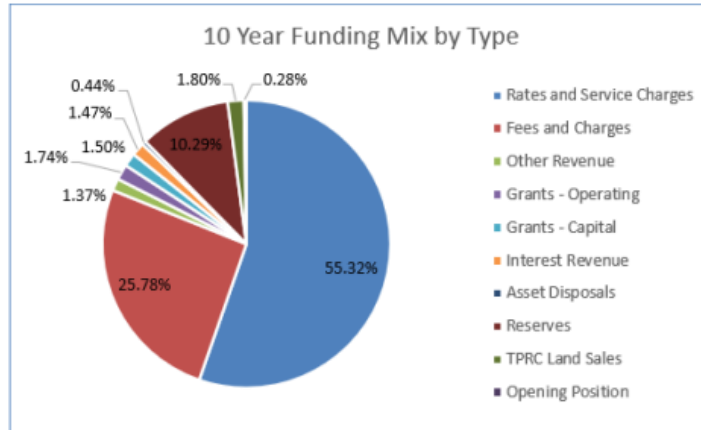
**City of Vincent**  
Forecast Schedule of Reserves  
For the period 2025 - 2034

	1	2	3	4	5	6	7	8	9	10
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	Balance	Balance	Balance	Balance	Balance	Balance	Balance	Balance	Balance	Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
4 Asset Sustainability Reserve	8,557,306	4,629,611	5,485,203	7,424,907	5,953,405	4,742,473	4,117,322	2,899,668	2,507,661	3,357,814
5 Beatty Park Leisure Centre Reserve	160,175	163,379	166,647	169,980	273,380	328,848	335,425	342,134	348,977	355,957
7 Cash in Lieu Parking Reserve	418,435	306,804	192,940	76,799	93,335	110,202	127,406	144,954	162,853	181,110
9 Hyde Park Lake Reserve	181,139	184,762	188,457	192,226	196,071	199,992	203,992	208,072	212,233	216,478
10 Land and Building Acquisition Reserve	333,838	340,515	347,325	354,272	361,357	368,584	375,956	383,475	391,145	398,968
11 Leederville Oval Reserve	77,765	79,320	80,906	82,524	84,174	85,857	87,574	89,325	91,112	92,934
13 Loftus Community Centre Reserve	154,532	157,623	160,775	163,991	167,271	170,616	174,028	177,509	181,059	184,680
14 Loftus Recreation Centre Reserve	140,492	143,302	146,168	149,091	152,073	155,114	158,216	161,380	164,608	167,900
15 Investment Reserve	-	-	-	10,000,000	10,200,000	10,404,000	10,612,080	10,824,322	11,040,808	11,261,624
16 Office Building Reserve - 246 Vincent Street	223,570	228,041	232,602	237,254	241,999	246,839	251,776	256,812	261,948	267,187
17 Parking Facility Reserve	118,620	120,992	123,412	125,880	128,398	130,966	133,585	136,257	138,982	141,762
18 Percentage For Public Art Reserve	142,860	145,717	148,631	151,604	154,636	157,729	160,884	164,102	167,384	170,732
20 State Gymnastics Centre Reserve	70,412	5,750	20,212	35,394	51,324	52,350	53,397	54,465	55,554	56,665
21 Strategic Waste Management Reserve	382,217	489,861	599,658	711,651	825,884	942,402	1,061,250	1,182,475	1,306,125	1,432,248
22 Tamala Park Land Sales Reserve	9,969,902	10,900,069	11,727,045	12,570,560	13,430,945	14,308,539	15,203,684	13,883,837	16,709,590	17,043,782
23 Underground Power Reserve	2,633,200	2,661,593	10,829,847	16,486,159	8,264,511	3,732,053	2,574,521	3,094,135	2,333,586	3,624,075
25 POS reserve - Haynes Street	129,815	132,411	135,059	137,760	140,515	143,325	146,192	149,116	152,098	155,140
26 POS reserve - General	1,454,962	1,484,061	1,193,742	1,217,617	1,241,969	1,266,808	1,292,144	1,317,987	1,344,347	1,371,234
	<b>25,149,369</b>	<b>22,173,943</b>	<b>31,778,764</b>	<b>50,287,807</b>	<b>41,961,388</b>	<b>37,546,840</b>	<b>37,069,579</b>	<b>35,470,175</b>	<b>37,570,223</b>	<b>40,480,445</b>

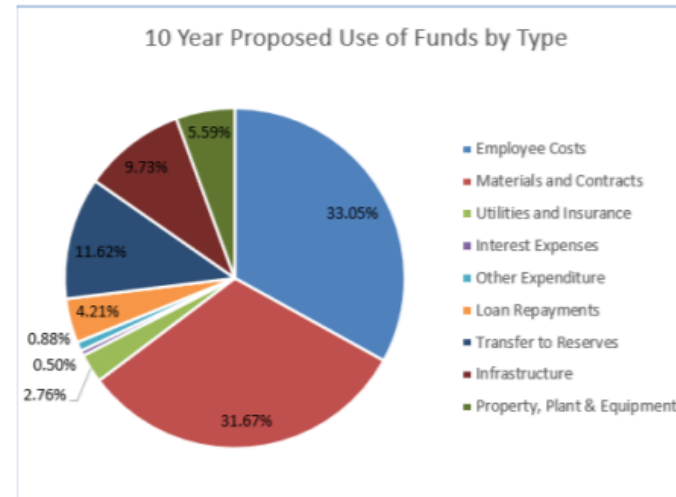
Refer to Appendices for a breakdown of specified reserve purposes



FUNDING MIX AND FUNDING USE

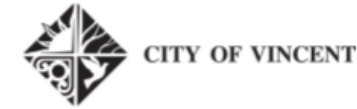


The chart above indicates the respective contributions of the various funding sources to the total funding mix over the ten-year period covered by the plan. The major elements of the funding model are rates and service charges (55.3%), fees and charges (25.8%), reserves (10.3%), operating & non-operating grants (3.2%), land and asset disposals (1.8%), interest revenue (1.5%) and other revenue (1.4%).



The proposed expenditure program reveals that approximately 33.0% of cash expenditure relates to employee costs and another 31.7% to materials and contracts, 2.8% to utilities and insurances, 4.7% towards loan servicing and interest, 0.9% for other expenditure with 15.3% applied to capital expenditure, with the remaining 11.6% going to Reserves.

Over the life of the plan, funds will be applied towards meeting the costs of operational service delivery as well as expenditure on the underground power project, infrastructure renewals, debt servicing and replenishing Reserves.



## FINANCIAL STATEMENTS AND SUPPORTING SCHEDULES

### Primary Financial Statements

The ten-year LTFP is presented as a suite of summarised financial statements:

- FS1 - Statement of Comprehensive Income by Nature and Type
- FS2 - Statement of Funding (Rate Setting Statement)
- FS3 - Statement of Cash Flows
- FS4 - Statement of Net Current Asset Position
- FS5 - Statement of Financial Position
- FS6 - Statement of Change in Equity.

Please note the financial statements provided below are derived from the base scenario.

#### **FS1 - Statement of Comprehensive Income**

This financial statement includes estimates of all revenues and expenditures that are included in the operating (normal day to day) activities of the City. This also includes non-cash items such as depreciation as well as interest payments on loans. It excludes repayments of loan principal, proceeds from loan borrowings and capital expenditure items - those are all reflected in the aggregated Rate Setting Statement FS2.

Information from the Income Statement is used to calculate the Operating Surplus Ratio which is one of the statutory measures of financial sustainability.

#### **FS2 - Statement of Funding (Rate Setting Statement)**

This important statutory financial statement includes estimates of all operating and non-operating revenues and expenditures as well as repayments of loan

principal, proceeds from loan borrowings, capital expenditure items and transfers to or from cash backed reserves. It does however, exclude all non-cash items.

The purpose of the statement is to demonstrate the calculation of the amount of rates expected to be required to fund the budget each year.

#### **FS3 - Statement of Cash Flows**

This financial statement demonstrates the projected impact on the overall cash position of the City of the planned financial transactions. It is derived from the Operating Position which is then adjusted for the impact of the non-cash transactions and non-operating items.

#### **FS4 - Statement of Net Current Asset Position**

This financial statement contains projected balances for Current Assets (Cash, Receivables and Inventories) and Current Liabilities (Creditors, Provisions and Restricted Reserves) across each year of the plan.

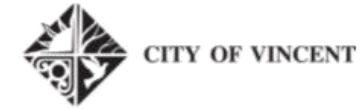
It is used to calculate the Net Current Assets figure which is essentially the starting point for developing the Rate Setting Statement which determines the amount of rates required to fund the budget each year.

#### **FS5 - Statement of Financial Position**

This financial statement demonstrates the impact of the proposals in the Long Term Financial Plan on the assets and liabilities of the City. The financial plan should indicate maintenance or improvement in the value of the City's Equity (Net Assets).

#### **FS6 - Statement of Change in Equity**

This financial statement recognises the impact on the City's Net Assets (Equity).



**City of Vincent**  
**FS 1 - Forecast Statement of Comprehensive Income - by Nature or Type**  
 For the period 2024-2034

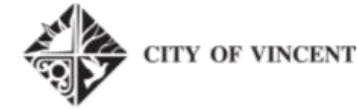
	1	2	3	4	5	6	7	8	9	10
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>										
Rates	44,452,032	46,745,809	48,920,816	50,702,769	52,547,611	54,246,025	55,942,657	57,690,217	59,490,191	61,344,108
Operating grants, subsidies and contributions	1,693,715	1,744,530	1,796,866	1,850,773	1,906,295	1,963,484	2,022,390	2,083,062	2,145,554	2,209,921
Fees and charges	24,577,345	24,745,725	26,688,145	27,659,971	28,120,983	29,171,340	30,475,976	30,914,990	31,834,625	33,094,432
Service charges	0	17,355,161	22,372,605	16,878,189	0	0	27,793,219	0	0	0
Interest earnings	2,080,000	1,705,600	1,569,152	1,443,620	1,528,130	1,558,692	1,589,866	1,621,663	1,654,097	1,687,178
Other Revenues	1,332,125	1,372,088	1,413,251	1,455,647	1,499,318	1,544,301	1,590,632	1,638,348	1,687,498	1,738,127
	74,135,217	93,668,913	102,760,835	99,990,969	85,602,337	88,483,842	119,414,740	93,948,280	96,811,965	100,073,766
<b>Expenses</b>										
Employee costs	(33,367,027)	(34,686,548)	(35,545,034)	(36,255,935)	(36,981,054)	(37,720,675)	(38,475,088)	(39,244,590)	(40,029,482)	(40,830,072)
Materials and contracts	(24,702,697)	(40,627,371)	(37,970,771)	(37,709,546)	(38,699,732)	(33,892,689)	(53,999,324)	(32,436,517)	(31,274,006)	(32,428,968)
Utilities	(1,968,786)	(2,027,852)	(2,088,688)	(2,151,345)	(2,215,888)	(2,282,364)	(2,350,836)	(2,421,359)	(2,494,002)	(2,568,821)
Depreciation	(13,122,588)	(13,527,616)	(13,976,218)	(14,477,587)	(15,137,109)	(15,832,021)	(16,564,361)	(17,336,288)	(17,673,531)	(18,395,537)
Interest Expenses	(378,943)	(507,438)	(846,984)	(1,051,316)	(897,275)	(571,022)	(480,137)	(477,920)	(312,618)	(177,081)
Insurance expenses	(801,318)	(825,357)	(850,118)	(875,621)	(901,890)	(928,948)	(956,816)	(985,521)	(1,015,086)	(1,045,539)
Other expenditure	(881,243)	(907,677)	(934,906)	(962,952)	(991,848)	(1,021,612)	(1,052,263)	(1,083,827)	(1,116,345)	(1,149,839)
	(75,222,602)	(93,109,859)	(92,212,720)	(93,484,303)	(95,824,796)	(92,249,332)	(113,878,825)	(93,986,022)	(93,915,070)	(96,595,856)
<b>Net Result from Operations</b>	(1,087,385)	559,054	10,548,115	6,506,666	(10,222,459)	(3,765,490)	5,535,915	(37,742)	2,896,895	3,477,910
Non-operating grants, subsidies and contributions	3,573,740	1,995,406	1,668,740	1,578,333	1,136,166	1,204,336	1,276,596	1,353,192	1,434,384	1,520,447
Loss on Revaluation	0	0	0	0	0	0	0	0	0	0
Profit on Assets Disposal	4,595,340	1,593,016	24,938,468	11,506,059	1,524,001	2,342,302	1,560,969	1,397,315	1,538,531	3,993,595
Loss on assets disposal	(48,282)	(4,351,971)	(50,232)	(51,237)	(10,566,879)	(53,308)	(3,811,008)	(55,463)	(56,573)	(57,705)
<b>NET RESULT</b>	7,033,413	(204,495)	37,105,091	19,539,821	(18,129,171)	(272,159)	4,562,473	2,657,302	5,813,237	8,934,247
<b>Other Comprehensive Income</b>	5,042,080	5,208,972	5,357,448	5,436,404	5,533,906	5,664,296	5,802,740	6,419,632	6,677,433	6,922,387
<b>TOTAL COMPREHENSIVE INCOME</b>	12,075,493	5,004,477	42,462,539	24,976,225	(12,595,265)	5,392,137	10,365,213	9,076,934	12,490,670	15,856,634



**City of Vincent**  
FS 2 - Forecast Statement of Funding - for the period 2024 - 2034

	1	2	3	4	5	6	7	8	9	10
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>										
<b>Revenues</b>										
Rates	44,452,032	46,745,809	48,920,816	50,702,769	52,547,611	54,246,025	55,942,657	57,690,217	59,490,191	61,344,108
Operating grants, subsidies and contributions	1,693,715	1,744,530	1,796,866	1,850,773	1,906,295	1,963,484	2,022,390	2,083,062	2,145,554	2,209,921
Profit on asset disposal	4,595,340	(2,709,708)	24,938,468	11,506,059	(8,990,616)	2,342,302	(2,195,664)	1,397,315	1,538,531	3,993,595
Fees and charges	24,577,345	24,745,725	26,688,145	27,659,971	28,120,983	29,171,340	30,475,976	30,914,990	31,834,625	33,094,432
Service charges	0	17,355,161	22,372,605	16,878,189	0	0	27,793,219	0	0	0
Interest earnings	2,080,000	1,705,600	1,569,152	1,443,620	1,528,130	1,558,692	1,589,866	1,621,663	1,654,097	1,687,178
Other revenue	1,332,125	1,372,088	1,413,251	1,455,647	1,499,318	1,544,301	1,590,632	1,638,348	1,687,498	1,738,127
	78,730,557	90,959,205	127,699,303	111,497,028	76,611,721	90,826,144	117,219,076	95,345,595	98,350,496	104,067,361
<b>Expenses</b>										
Employee costs	(33,367,027)	(34,686,548)	(35,718,825)	(36,598,037)	(37,498,861)	(38,421,821)	(39,367,479)	(40,336,369)	(41,329,068)	(42,346,169)
Materials and contracts	(24,702,697)	(40,627,371)	(37,970,771)	(37,709,546)	(38,699,732)	(33,892,689)	(53,999,324)	(32,436,517)	(31,274,006)	(32,428,968)
Utility charges (electricity, gas, water etc.)	(1,968,786)	(2,027,852)	(2,088,688)	(2,151,345)	(2,215,888)	(2,282,364)	(2,350,836)	(2,421,359)	(2,494,002)	(2,568,821)
Depreciation on non-current assets	(13,122,588)	(13,527,616)	(13,976,218)	(14,477,587)	(15,137,109)	(15,832,021)	(16,564,361)	(17,336,288)	(17,673,531)	(18,395,537)
Loss on asset disposal	(48,282)	(49,247)	(50,232)	(51,237)	(52,262)	(53,308)	(54,375)	(55,463)	(56,573)	(57,705)
Interest expense	(378,943)	(507,438)	(846,984)	(1,051,316)	(897,275)	(571,022)	(480,137)	(477,920)	(312,618)	(177,081)
Insurance expense	(801,318)	(825,357)	(850,118)	(875,621)	(901,890)	(928,948)	(956,816)	(985,521)	(1,015,086)	(1,045,539)
Other expenditure	(881,243)	(907,677)	(934,906)	(962,952)	(991,848)	(1,021,612)	(1,052,263)	(1,083,827)	(1,116,345)	(1,149,839)
	(75,270,884)	(93,159,106)	(92,436,742)	(93,877,641)	(96,394,865)	(93,003,785)	(114,825,591)	(95,133,264)	(95,271,229)	(98,169,659)
	3,459,673	(2,199,901)	35,262,561	17,619,387	(19,783,144)	(2,177,641)	2,393,485	212,331	3,079,267	5,897,702
<b>Funding Position Adjustments</b>										
Depreciation on non-current assets	13,122,588	13,527,616	13,976,218	14,477,587	15,137,109	15,832,021	16,564,361	17,336,288	17,673,531	18,395,537
Net profit and losses on disposal	(4,547,058)	2,758,955	(24,888,236)	(11,454,822)	9,042,878	(2,288,994)	2,250,039	(1,341,852)	(1,481,958)	(3,935,890)
Adjustment for underground power service charges	0	(9,459,678)	(9,140,099)	(2,213,127)	9,915,941	6,872,305	(12,116,045)	4,847,291	4,847,291	4,847,291
<b>Net Funding From Operational Activities</b>	12,035,203	4,626,992	15,210,444	18,429,025	14,312,784	18,237,691	9,091,840	21,054,058	24,118,131	25,204,640
<b>FUNDING FROM CAPITAL ACTIVITIES</b>										
<b>Inflows</b>										
Proceeds on disposal	4,188,350	1,108,769	947,974	11,808,974	978,974	1,001,174	1,024,706	866,958	1,015,193	2,078,476
Non-operating grants, subsidies and contributions	3,573,740	1,995,406	1,668,740	1,578,333	1,136,166	1,204,336	1,276,596	1,353,192	1,434,384	1,520,447
<b>Outflows</b>										
Purchase of land held for resale	0	0	0	0	0	0	0	0	0	0
Purchase of property plant and equipment	(7,132,302)	(6,073,500)	(2,820,000)	(5,550,000)	(6,105,000)	(6,471,300)	(6,859,578)	(7,271,153)	(7,707,422)	(8,169,867)
Purchase of infrastructure	(9,460,006)	(10,007,752)	(10,946,790)	(8,736,240)	(10,409,864)	(11,034,456)	(11,696,523)	(12,398,315)	(13,142,213)	(13,930,746)
<b>Net Funding From Capital Activities</b>	(8,830,218)	(12,977,077)	(11,150,076)	(898,933)	(14,399,724)	(15,300,246)	(16,254,799)	(17,449,318)	(18,400,058)	(18,501,690)
<b>FUNDING FROM FINANCING ACTIVITIES</b>										
<b>Inflows</b>										
Transfer from reserves	2,389,908	18,620,154	11,903,040	12,374,131	16,840,985	11,135,555	25,789,678	7,655,946	4,137,264	3,837,264
New borrowings	0	8,152,545	10,533,650	7,980,014	0	0	13,236,898	0	0	0
<b>Outflows</b>										
Transfer to reserves	(5,878,962)	(15,644,728)	(21,507,861)	(30,883,174)	(8,514,565)	(6,721,006)	(25,312,417)	(6,056,542)	(6,237,312)	(6,747,487)
Principal elements of finance lease payments	(264,318)	(271,604)	(277,036)	(282,577)	(288,229)	(293,994)	(299,874)	(305,871)	(311,988)	(318,228)
Repayment of borrowings	(1,498,010)	(2,476,868)	(4,683,994)	(6,748,625)	(7,937,274)	(7,070,347)	(6,242,862)	(4,898,754)	(3,305,888)	(3,443,425)
<b>Net Funding From Financing Activities</b>	(5,251,382)	8,379,499	(4,032,201)	(17,560,231)	100,917	(2,949,792)	7,171,423	(3,605,221)	(5,717,924)	(6,669,876)
Estimated Surplus/(Deficit) July 1 B/Fwd	2,123,883	77,486	106,900	135,068	104,928	118,905	106,557	115,021	114,540	114,689
<b>Estimated Surplus/(Deficit) June 30 C/Fwd</b>	<b>77,486</b>	<b>106,900</b>	<b>135,068</b>	<b>104,928</b>	<b>118,905</b>	<b>106,557</b>	<b>115,021</b>	<b>114,540</b>	<b>114,689</b>	<b>147,762</b>





City of Vincent

FS 3 - Forecast Statement of Cashflows - for the period 2023 - 2034

	1	2	3	4	5	6	7	8	9	10
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows From Operating Activities</b>										
<b>Receipts</b>										
Rates	44,452,032	46,745,809	48,920,816	50,702,769	52,547,611	54,246,025	55,942,657	57,690,217	59,490,191	61,344,108
Operating grants, subsidies and contributions	1,693,715	1,744,530	1,796,866	1,850,773	1,906,295	1,963,484	2,022,390	2,083,062	2,145,554	2,209,921
Fees and charges	24,429,838	24,596,385	26,535,825	27,506,127	27,966,291	29,014,925	30,317,873	30,755,239	31,673,269	32,931,518
Service charges	0	8,047,941	13,488,019	14,948,237	10,107,412	7,005,005	15,979,891	4,940,889	4,940,889	4,940,889
Interest earnings	2,080,000	1,705,600	1,569,152	1,443,620	1,528,130	1,558,692	1,589,866	1,621,663	1,654,097	1,687,178
Other revenue	1,332,125	1,372,088	1,413,251	1,455,647	1,499,318	1,544,301	1,590,632	1,638,348	1,687,498	1,738,127
	73,987,710	84,212,352	93,723,929	97,907,173	95,555,057	95,332,433	107,443,309	98,729,418	101,591,498	104,851,742
<b>Payments</b>										
Employee costs	(33,129,993)	(34,501,661)	(35,354,601)	(35,863,643)	(36,773,139)	(37,506,523)	(38,254,511)	(39,017,396)	(39,795,472)	(40,589,042)
Materials and contracts	(23,370,657)	(40,081,706)	(37,599,112)	(37,122,576)	(38,296,826)	(33,473,195)	(53,562,565)	(31,981,787)	(30,800,573)	(31,936,067)
Utility charges	(1,968,786)	(2,027,852)	(2,088,688)	(2,151,345)	(2,215,888)	(2,282,364)	(2,350,836)	(2,421,359)	(2,494,002)	(2,568,821)
Interest expenses	(378,943)	(507,438)	(846,984)	(1,051,316)	(897,275)	(571,022)	(480,137)	(477,920)	(312,618)	(177,081)
Insurance expenses	(801,318)	(825,357)	(850,118)	(875,621)	(901,890)	(928,948)	(956,816)	(985,521)	(1,015,086)	(1,045,539)
Other expenditure	(881,243)	(907,677)	(934,906)	(962,952)	(991,848)	(1,021,612)	(1,052,263)	(1,083,827)	(1,116,345)	(1,149,839)
	(60,530,940)	(78,851,691)	(77,674,410)	(78,027,454)	(80,076,866)	(75,783,665)	(96,657,128)	(75,967,810)	(75,534,096)	(77,466,388)
<b>Net Cash Provided By (Used In) Operating Activities</b>	13,456,770	5,360,661	16,049,519	19,879,719	15,478,191	19,548,768	10,786,182	22,761,609	26,057,402	27,385,354
<b>Cash Flows from Investing Activities</b>										
Payments for development of land held for resale	0	0	0	0	0	0	0	0	0	0
Payments for purchase of property, plant & equipment	(7,132,302)	(6,073,500)	(2,820,000)	(5,550,000)	(6,105,000)	(6,471,300)	(6,859,578)	(7,271,153)	(7,707,422)	(8,169,867)
Payments for construction of infrastructure	(9,460,006)	(10,007,752)	(10,946,790)	(8,736,240)	(10,409,864)	(11,034,456)	(11,696,523)	(12,398,315)	(13,142,213)	(13,930,746)
Principal elements of lease payments	(264,318)	(271,604)	(277,036)	(282,577)	(288,229)	(293,994)	(299,874)	(305,871)	(311,988)	(318,228)
Non-operating grants, subsidies and contributions	3,573,740	1,995,406	1,668,740	1,578,333	1,136,166	1,204,336	1,276,596	1,353,192	1,434,384	1,520,447
Proceeds from disposal of assets	438,350	378,000	339,000	1,200,000	370,000	392,200	415,732	440,676	467,116	495,143
Proceeds from sale of land	3,750,000	730,769	608,974	10,608,974	608,974	608,974	608,974	426,282	548,077	1,583,333
Transfers (to)/from investments	(3,982,102)	2,826,364	(10,123,947)	(19,133,299)	7,868,352	3,457,680	(829,957)	453,838	(3,602,132)	(4,537,171)
<b>Net Cash Provided By (Used In) Investing Activities</b>	(13,076,638)	(10,422,317)	(21,551,059)	(20,314,809)	(6,819,601)	(12,136,560)	(17,384,630)	(17,301,351)	(22,314,178)	(23,357,089)
<b>Cash Flows from Financing Activities</b>										
Repayment of borrowings	(1,498,010)	(2,476,868)	(4,683,994)	(6,748,625)	(7,937,274)	(7,070,347)	(6,242,861)	(4,898,754)	(3,305,888)	(3,441,425)
Proceeds from new borrowings	0	8,152,545	10,533,650	7,980,014	0	0	13,236,898	0	0	0
<b>Net Cash Provided By (Used In) Financing Activities</b>	(1,498,010)	5,675,677	5,849,656	1,231,389	(7,937,274)	(7,070,347)	6,994,037	(4,898,754)	(3,305,888)	(3,441,425)
<b>Net Increase (Decrease) in Cash Held</b>	(1,117,878)	614,021	348,117	796,299	721,316	341,861	395,589	561,504	437,337	586,839
Cash at beginning of year	10,182,250	9,064,373	9,678,394	10,026,510	10,822,809	11,544,125	11,885,986	12,281,575	12,843,079	13,280,416
<b>Cash and Cash Equivalents at the End of Year</b>	9,064,373	9,678,394	10,026,510	10,822,809	11,544,125	11,885,986	12,281,575	12,843,079	13,280,416	13,867,255



**City of Vincent**  
 FS 4 - Forecast Composition of Estimated Net Current Asset Position  
 For the period 2023 - 2034

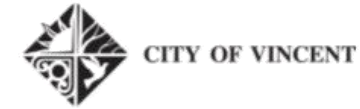
	1	2	3	4	5	6	7	8	9	10
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Estimated Surplus/Deficit July 1 B/Fwd</b>	2,123,883	77,486	106,900	135,068	104,928	118,905	106,557	115,021	114,540	114,689
<b>CURRENT ASSETS</b>										
Cash and cash Equivalents	9,064,373	9,678,394	10,026,510	10,822,809	11,544,125	11,885,986	12,281,575	12,843,079	13,280,416	13,867,255
Financial Assets at amortised cost	25,189,462	22,083,476	31,778,763	50,287,806	41,711,593	37,421,894	37,059,006	35,422,507	37,634,651	40,565,817
Trade and Other Receivables	5,064,394	8,257,370	12,329,662	15,435,839	12,546,894	8,783,338	10,836,398	10,996,149	11,157,505	6,473,128
Inventories	1,437,494	1,480,619	1,525,038	1,570,789	1,617,913	1,666,450	1,716,443	1,767,937	1,820,975	1,875,604
<b>CURRENT LIABILITIES</b>										
Trade and Other Payables	( 9,813,161)	( 10,401,951)	( 10,818,029)	( 11,450,750)	( 11,900,780)	( 12,368,811)	( 12,855,564)	( 13,361,786)	( 13,888,258)	( 14,435,788)
Movement in Accruals	( 6,162,885)	( 6,347,772)	( 6,538,205)	( 6,930,497)	( 7,138,412)	( 7,352,564)	( 7,573,141)	( 7,800,335)	( 8,034,346)	( 8,275,376)
Reserves	( 25,149,368)	( 22,173,942)	( 31,778,763)	( 50,287,806)	( 41,961,386)	( 37,546,837)	( 37,069,576)	( 35,470,172)	( 37,570,220)	( 40,480,443)
Current Long Term Borrowings	( 1,811,922)	( 3,749,896)	( 6,108,430)	( 8,219,851)	( 7,358,576)	( 4,996,225)	( 5,198,628)	( 3,611,759)	( 3,753,413)	( 2,091,494)
<b>ADJUSTMENTS</b>										
Add: Current Long Term Borrowings	1,811,922	3,749,896	6,108,430	8,219,851	7,358,576	4,996,225	5,198,628	3,611,759	3,753,413	2,091,494
Add: Infringement Debtors transferred to non current asset	1,625,000	1,787,500	1,823,251	1,859,717	1,896,912	1,934,854	1,973,553	2,013,025	2,053,287	2,094,356
Add: Land Held For Resale	( 1,177,823)	( 1,213,157)	( 1,249,552)	( 1,287,038)	( 1,325,650)	( 1,365,419)	( 1,406,382)	( 1,448,573)	( 1,492,030)	( 1,536,791)
Add: Current portion of underground power service charges	0	( 3,043,636)	( 6,963,607)	( 9,915,941)	( 6,872,305)	( 2,952,333)	( 4,847,291)	( 4,847,291)	( 4,847,291)	0
<b>Estimated Surplus/Deficit June 30 C/Fwd</b>	77,486	106,901	135,068	104,928	118,905	106,557	115,021	114,539	114,689	147,762





**City of Vincent**  
**FS 5 - Forecast Statement of Financial Position**  
 For the period 2024 - 2034

	1	2	3	4	5	6	7	8	9	10
	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>										
Cash and cash Equivalents	9,064,373	9,678,394	10,026,510	10,822,809	11,544,125	11,885,986	12,281,575	12,843,079	13,280,416	13,867,255
Financial Assets at amortised cost	25,189,462	22,083,476	31,778,763	50,287,806	41,711,593	37,421,894	37,059,006	35,422,507	37,634,651	40,565,817
Trade and Other Receivables	5,064,394	8,257,370	12,329,662	15,435,839	12,546,894	8,783,338	10,836,398	10,996,149	11,157,505	6,473,128
Inventories	1,437,494	1,480,619	1,525,038	1,570,789	1,617,913	1,666,450	1,716,443	1,767,937	1,820,975	1,875,604
<b>TOTAL CURRENT ASSETS</b>	<b>40,755,723</b>	<b>41,499,859</b>	<b>55,659,973</b>	<b>78,117,243</b>	<b>67,420,525</b>	<b>59,757,668</b>	<b>61,893,422</b>	<b>61,029,672</b>	<b>63,893,547</b>	<b>62,781,804</b>
<b>NON-CURRENT ASSETS</b>										
Other Receivables	2,966,200	9,471,228	14,454,240	13,385,620	6,290,817	3,438,639	13,762,886	8,495,343	3,757,494	3,870,218
Inventories	41,986	41,986	41,986	41,986	41,986	41,986	41,986	41,986	41,986	41,986
Investments	41,967	43,226	44,523	45,859	47,235	48,652	50,112	51,615	53,163	54,758
Interests in Joint Arrangements	15,892,577	17,491,835	20,516,076	22,889,214	22,173,437	21,340,103	20,506,770	19,923,437	19,173,437	17,006,770
Property Plant and Equipment	256,215,571	255,311,218	273,785,562	273,353,692	264,232,776	267,595,609	264,130,418	268,380,809	276,955,250	282,264,339
Infrastructure	152,069,608	155,603,571	163,903,420	167,829,612	175,607,368	182,621,678	192,552,269	199,954,293	203,976,011	215,064,039
Right of Use Assets	0	0	0	0	0	0	0	0	0	0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>427,227,909</b>	<b>437,963,064</b>	<b>472,745,807</b>	<b>477,545,983</b>	<b>468,393,619</b>	<b>475,086,667</b>	<b>491,044,441</b>	<b>496,847,483</b>	<b>503,957,341</b>	<b>518,302,110</b>
<b>TOTAL ASSETS</b>	<b>467,983,632</b>	<b>479,462,922</b>	<b>528,405,780</b>	<b>555,663,227</b>	<b>535,814,144</b>	<b>534,844,336</b>	<b>552,937,863</b>	<b>557,877,154</b>	<b>567,850,888</b>	<b>581,083,914</b>
<b>CURRENT LIABILITIES</b>										
Trade and Other Payables	9,813,161	10,401,951	10,818,029	11,450,750	11,900,780	12,368,811	12,855,564	13,361,786	13,888,258	14,435,788
Current Portion of Long-term Liabilities	1,547,604	3,478,292	5,831,394	7,937,274	7,070,347	4,702,231	4,898,754	3,305,888	3,441,425	1,773,266
Provisions	6,162,885	6,347,772	6,538,205	6,930,497	7,138,412	7,352,564	7,573,141	7,800,335	8,034,346	8,275,376
Lease liabilities	264,318	271,604	277,036	282,577	288,229	293,994	299,874	305,871	311,988	318,228
<b>TOTAL CURRENT LIABILITIES</b>	<b>17,787,968</b>	<b>20,499,619</b>	<b>23,464,664</b>	<b>26,601,098</b>	<b>26,397,768</b>	<b>24,717,600</b>	<b>25,627,333</b>	<b>24,773,880</b>	<b>25,676,017</b>	<b>24,802,658</b>
<b>NON-CURRENT LIABILITIES</b>										
Long-term Borrowings	7,128,594	10,873,583	14,370,137	13,495,646	6,425,298	1,723,067	8,520,581	5,214,694	1,773,270	0
Provisions	605,774	623,947	642,666	661,945	681,804	702,258	723,326	745,025	767,376	790,398
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>7,734,368</b>	<b>11,497,530</b>	<b>15,012,803</b>	<b>14,157,591</b>	<b>7,107,102</b>	<b>2,425,325</b>	<b>9,243,907</b>	<b>5,959,719</b>	<b>2,540,646</b>	<b>790,398</b>
<b>TOTAL LIABILITIES</b>	<b>25,522,336</b>	<b>31,997,149</b>	<b>38,477,467</b>	<b>40,758,689</b>	<b>33,504,871</b>	<b>27,142,925</b>	<b>34,871,240</b>	<b>30,733,598</b>	<b>28,216,664</b>	<b>25,593,056</b>
<b>NET ASSETS</b>	<b>442,461,296</b>	<b>447,465,773</b>	<b>489,928,313</b>	<b>514,904,538</b>	<b>502,309,273</b>	<b>507,701,410</b>	<b>518,066,623</b>	<b>527,143,556</b>	<b>539,634,224</b>	<b>555,490,858</b>
<b>EQUITY</b>										
Retained Surplus	111,511,643	114,282,574	141,782,845	142,813,623	133,010,872	137,153,262	142,192,995	146,449,702	150,162,890	156,186,914
Reserves - Cash Backed	25,149,368	22,173,942	31,778,763	50,287,806	41,961,386	37,546,837	37,069,576	35,470,172	37,570,220	40,480,443
Asset Revaluation Surplus	305,800,285	311,009,257	316,366,705	321,803,109	327,337,015	333,001,311	338,804,051	345,223,683	351,901,114	358,823,501
<b>TOTAL EQUITY</b>	<b>442,461,296</b>	<b>447,465,773</b>	<b>489,928,313</b>	<b>514,904,538</b>	<b>502,309,273</b>	<b>507,701,410</b>	<b>518,066,622</b>	<b>527,143,556</b>	<b>539,634,224</b>	<b>555,490,858</b>



**City of Vincent**  
**FS 6 - Forecast Statement of Changes in Equity**  
 For the period 2023 - 2034

	1	2	3	4	5	6	7	8	9	10
	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>RETAINED SURPLUS</b>										
Opening Balance	107,967,284	111,511,643	114,282,574	141,782,845	142,813,623	133,010,872	137,153,262	142,192,995	146,449,702	150,162,890
Net Result	7,033,413	( 204,495)	37,105,091	19,539,821	( 18,129,171)	( 272,159)	4,562,473	2,657,302	5,813,237	8,934,247
Amount transferred (to)/from Reserves	( 3,489,054)	2,975,426	( 9,604,821)	( 18,509,043)	8,326,420	4,414,549	477,261	1,599,404	( 2,100,048)	( 2,910,223)
Closing Balance	111,511,643	114,282,574	141,782,845	142,813,623	133,010,872	137,153,262	142,192,995	146,449,702	150,162,890	156,186,914
<b>RESERVES - CASH/INVESTMENT BACKED</b>										
Opening Balance	21,660,314	25,149,368	22,173,942	31,778,763	50,287,806	41,961,386	37,546,837	37,069,576	35,470,172	37,570,220
Amount transferred to/(from) Retained Surplus	3,489,054	( 2,975,426)	9,604,821	18,509,043	( 8,326,420)	( 4,414,549)	( 477,261)	( 1,599,404)	2,100,048	2,910,223
Closing Balance	25,149,368	22,173,942	31,778,763	50,287,806	41,961,386	37,546,837	37,069,576	35,470,172	37,570,220	40,480,443
<b>ASSET REVALUATION SURPLUS</b>										
Opening Balance	300,758,205	305,800,285	311,009,257	316,366,705	321,803,109	327,337,015	333,001,311	338,804,051	345,223,683	351,901,114
Total Other Comprehensive Income	5,042,080	5,208,972	5,357,448	5,436,404	5,533,906	5,664,296	5,802,740	6,419,632	6,677,431	6,922,387
Closing Balance	305,800,285	311,009,257	316,366,705	321,803,109	327,337,015	333,001,311	338,804,051	345,223,683	351,901,114	358,823,501
<b>TOTAL EQUITY</b>	442,461,296	447,465,773	489,928,313	514,904,538	502,309,273	507,701,410	518,066,622	527,143,556	539,634,224	555,490,858

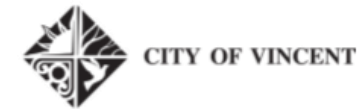


APPENDICES

Specific Purpose Reserves

Vincent will maintain Cash Backed Reserves having the following specified purposes.

	Name of Reserve	Purpose of the Reserve	Timeframe	Informing Strategy, Plan or Decision
<b>1. Asset Management Reserves</b>				
1.1	Asset Sustainability Reserve	For assisting Council in funding its long-term asset management objectives and provide a means to spread the cost of intergenerational assets over multiple years.	Ongoing	Asset Management and Sustainability Strategy
1.2	Beatty Park Leisure Centre Reserve	For the major upgrade and redevelopment of the Beatty Park Leisure Centre including the replacement or purchase of major plant, equipment, fixtures, and fittings.	Ongoing	Asset Management and Sustainability Strategy Asset Prioritisation Plan for Buildings
1.3	246 Vincent Street Building Reserve	For major building upgrade, maintenance, repairs, renovation and replacement of floorcovering, fixtures and fittings associated with the new Office Building and Land.	Ongoing	Asset Management and Sustainability Strategy Asset Prioritisation Plan for Buildings
1.4	Hyde Park Land Reserve	For works associated with the investigation, maintenance, remedial works and the rehabilitation of the Hyde Park Lakes and surrounds.	Ongoing	Asset Management and Sustainability Strategy
1.5	Leederville Oval Reserve	For the works associated with the maintenance, repairs, upgrade and replacement of Leederville Oval buildings, fixtures, fittings, and associated land.	Ongoing	Asset Management and Sustainability Strategy Asset Prioritisation Plan for Buildings
1.6	Loftus Community Centre Reserve	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.	Ongoing	Asset Management and Sustainability Strategy Asset Prioritisation Plan for Buildings
1.7	Loftus Recreation Centre Reserve	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.	Ongoing	Asset Management and Sustainability Strategy Asset Prioritisation Plan for Buildings



1.8	State Gymnastics Centre Reserve	This reserve is for the purpose of capital improvements, including replacing major items of plant and equipment or renewal and modifications to the Centre.	Ongoing	Asset Management and Sustainability Strategy Asset Prioritisation Plan for Buildings
1.9	Plant and Equipment Reserve	For the purchase of replacement plant and equipment associated with City's works.	Ongoing	
1.10	Waste Management Plant and Equipment Reserve	This reserve was established in 2001 for the for the purpose of replacing plant and equipment associated with the City's waste management, minimisation, and recycling operations. From 2023/24, the Council resolves that the reserve to be closed and the balance to be allocated to the Strategic Waste Management Reserve.	Closed from 2023/24	Waste Strategy 2018-2023
<b>2. Strategic Purpose Reserves</b>				
2.1	Percent for Art Reserve	This reserve is funded from payment of public art contributions from development applicants and is to be used for the acquisition and provision of Public Art and associated infrastructure.	Ongoing	Percent for Art Policy 7.5.13
2.2	Land and Building Acquisition Reserve	To ensure that proceeds of real assets disposed of are restricted to purchase other land and buildings for civic purposes.	Ongoing	Public Open Space Strategy 2018
2.3	Public Open Space – Haynes Street Reserve	For the future development of POS at Haynes Street		Haynes Street Reserve Transition Plan Item 9.8 Extension of Lease – 31 Sydney Street, North Perth, Ordinary Council Meeting 12 October 2021 Public Open Space Strategy 2018
2.4	Strategic Waste Management Reserve	From 2023/24, the Council resolves that this reserve should receive funds from the closure of the Waste Management Plant and Equipment Reserve and its purpose to be changed to the following: "For the purpose of replacing plant and equipment associated with the City's waste operations and investigation/implementation of integrated waste management strategies/programmes and initiatives, (including secondary waste treatment and costs associated with the redevelopment of Lot 118 Tamala Park)."	Ongoing	Waste Strategy 2018-2023



2.5	Investment Reserve	Reserve to be established in the financial year that the City receives a \$10m cash consideration from the Leederville Carpark Development	2027/28	To be confirmed
2.5	Underground Power Reserve	For the purpose of funding the City's contribution to approved underground power projects.	2023/24-2031/32	Memorandum of Understanding for Tranche 2 Western Power's Network Renewal Underground Pilot Program
<b>3. Parking &amp; Transport Related Reserves</b>				
3.1	Cash in Lieu Parking Reserve	This reserve is established from payment of cash-in-lieu of car parking from development applicants and is to be used for providing and/or upgrading existing and proposed Transport infrastructure as defined in the City's Parking and Access Policy 7.7.1. (Proposed by VM) These funds will be used to improve the City of Vincent Bicycle Network and other Travel Smart projects.		Parking and Access Policy 7.7.1 Accessible City Strategy Bike Network Plan
3.2	Parking Facility and Equipment Reserve	This reserve is for the purchase and replacement of parking ticket machines, provision and improvement of parking information systems, security lighting, improved pathways and associated infrastructure to access parking areas and associated works.		Accessible City Strategy Car Parking Strategy Precinct Parking Management Plan Safer Vincent Plan 2019-2022
<b>4. Other Special Purpose Reserves</b>				
4.1	Tamala Park Land Sales Reserve	The Tamala Park Reserve was established in 2011/12 and funded from revenue received from land developed by the Tamala Park Regional Council. The purpose of the reserve includes allocating funds for future significant or major capital works, infrastructure, project or debt reduction for the benefit of the City. From the 2023/24 financial year, the council proposes the change in purpose of the reserve to include funding for underground power projects.  Its purpose will be changed to the following: "For future significant/major capital works, underground power projects, infrastructure, project or debt reduction programme for the benefit of the City."		Tamala Park Regional Council, Joint Ownership, established 3 Feb 2006