

Long Term Financial Plan

2026/27 – 2035/36



CITY OF VINCENT



LONG TERM FINANCIAL PLAN

INTRODUCTION

The City of Vincent is committed to being Australia’s most liveable city that’s underpinned by good governance, local leadership and being a financially sustainable over the long term.

Vincent community aspirations are expressed through the Strategic Community Plan. The City allocates its resources and capacity through strategy and business planning 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, Industry Regulation and Safety’s (LGIRS) 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
- Sale of 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 change.

The Organisational Performance Program (OPP) 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 Organisational Performance 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

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 OPP 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 OPP 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 can 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.

The City now uses the Local Government Financial Indicator to inform future planning and long-term financial sustainability. This indicator focuses on the Current Ratio, Debt Service Coverage Ratio, Operating Surplus Ratio and Net Financial Liabilities Ratio, which together provide an assessment of the organisation’s financial health.

Typical Capital Works Allocation by Asset Category

Asset Class	% Capital Works Budget (10-year average)
Land & Building	20%
Infrastructure	66%
Plant & Equipment	12%
Furniture & Equipment	2%

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 1.3 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's financial performance 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 1/12th 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 Catalina 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 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.

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).

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 the accumulation of funds over an extended period.
5. To comply with the requirements of legislation or other contractual requirements.



STRATEGIC CONTEXT

Inflation

Over the 12 months to the March 2026 quarter, annual inflation reached 4.6%. Reserve Bank of Australia forecasts show it staying above 3%, outside the 2-3% target band for the rest of 2026. A temporary spike in inflation is assumed for the 2027 financial year, and a 3.5% rate has been assumed for future years thereafter. In a high inflationary environment of 5-7%, this equates to a 1-2% additional equivalent rate increase that 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 Catalina Land Sales Reserve
- The Underground Power Reserve and Catalina 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 Agreements. The first agreement was signed in October 2024 and the construction work commenced in early 2025. It is expected the next agreement will be signed in late 2026 for the work to commence in 2027.

During 2024/25, the City has determined the most appropriate financial modelling for an allocation methodology for the estimated cost of the first underground power project to property owners. Future underground power projects will utilise the same allocation methodology to ensure consistency & equity of the service charges.

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), which identifies two major City assets requiring ongoing and significant investment. Beatty Park Leisure Centre Grandstand is a highly valued asset and has been the subject of substantial maintenance expenditure in recent years. Despite this, further major investment is required to maintain the facility for future generations (AMSS, p.26).

The facilities at Sullivan Logistics Stadium are generally dated and ageing and are not keeping pace with contemporary community expectations (AMSS, p.31). Notwithstanding this, major upgrades have been completed, including the installation of new floodlighting in 2025 and the overhaul of the playing surface.

The City will consider developing Asset Management Plans for these facilities. Sullivan Logistics Stadium has never had an Asset Management Plan prepared, while Beatty Park is currently supported by a draft plan that is now considered to be nearing the end of its usefulness and will require an update in the near future. The development and review of these plans will support a clearer understanding of asset management responsibilities, risk exposure, and the financial investment required over the next 10 years.

In parallel, the City is updating its Building, Transport and Recreation Parks Asset Management Plans as part of the broader Buildings and Facilities asset portfolio. A Building Level of Service (BLOS) framework has been developed to inform and guide the prioritisation of operational and capital works programs.

A new Asset Management Policy, adopted in 2022, is being implemented through the City's Asset Management Framework, supported by integrated asset planning and project planning processes.

The current LTFP has estimated a revised asset sustainability ratio average of 111% 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 (MRC) 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 were 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 19,100 tonnes of organic waste from landfill (November 2021 to February 2026). The cost savings are estimated to be \$34/tonne, which is the difference between MRC member council's landfill gate fee and merchant facility FOGO processing fee.

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.



Sullivan Logistics Stadium Grant

The City has recently completed a \$5.2m major upgrade of the turf and lighting at Sullivan Logistics Stadium, delivered in collaboration with the State Government, AFL, Football Commission and the two local clubs.

The Federal Government has since committed an additional \$1.5m, earmarked for future facility upgrades in the surrounding area, and planning for these works is currently underway.

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
- Sullivan Logistics Stadium Precinct development and improvement beyond the current State & Federal Government commitments.

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 H-U (Human Urban), 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.

The City has received a new proposal from HU with the updated business case approved by Council for advertising at the April 2026 Meeting.

Once the development is completed, there will be a total of 505 car bays on top of an extra 160 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 & item 17.1 at the Ordinary Council Meeting held 21 April 2026.

Mindarie Regional Council

The City of Vincent is a 1/12th 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)

Mount Claremont Depot

On 18 March 2025, the City was granted a Management Order for the property at 11 John XXIII Avenue, Mount Claremont being the former Western Power Depot. The Management Order permits use of the site for "Depot and Municipal Purposes" and allows the City to lease, sub-lease, or licence the site for up to 21 years, subject to the consent of the Minister for Lands.



The City is currently negotiating with interested third parties to lease a portion of the land and building, with the objective of maintaining a cost-neutral position while holding the asset. At the same time, the City is exploring additional opportunities to optimise the use of the site.

For more information, refer to item 12.2 at the Ordinary Council Meeting held 15 July 2025.

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 several financial assumptions relating to the:

- quantum of and anticipated movements in both revenue and expenditure
- anticipated timeframes for cash flows
- 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.

Indicators can be compared on the MyCouncil website. Managed by the Department of Local Government, Industry Regulation and Safety, it provides benchmarks, financial ratios, and Local Government Financial Indicator (LGFI) scores across Western Australian councils.

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, Industry Regulation and Safety’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"> - E30 estimates provided by Western Power are used for the remaining seven underground power projects. - It is estimated that up to 50% ratepayers will elect for a 4-year payback option per project (based on the service charge collection profile from the first project area).
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 Catalina 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	- 4% for 2026/27 and 3.5% onwards.
Employee Costs	- 4.0% increase in wages for 2026/27, 3% for each year until 2035/36 - Staff numbers (FTE) proposed to increase in 2026/27 and to remain at the same level until 2035/36. Any increase in service expectations is absorbed through operational efficiencies.
Fees & Charges Beatty Park Fees Car Parking Increases	Reflects inflationary assumptions
Interest Revenue	Interest revenue is at higher levels compared to the previous LTFP 2025/26 – 2034/35. Higher cash balance and higher interest rates for a longer period contributed to the increase.
Service Delivery	Additional services in line with the increase in FTE proposed for 2026/27 and the service will remain at the same levels for the rest of the model.
Light Fleet Renewal	Assumes light fleet vehicles are renewed every 3 years
Leederville Carpark Development (Commercial Rates)	- \$6.2m additional surplus over 10 years

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)	2025/26 to 2031/32	~\$70m	~\$70m



cost estimates provided by Western Power)			
Leederville Carpark Development	2026/27 to 2034/35	-	-
Robertson Park Development Plan – Stages 1 & 2	2026/27	\$0.95m	-
	2027/28	\$0.88m	\$0.88m
	2028/29	\$0.4m	\$0.4m

Projects not included in the LTFP:

The following key projects are not included in the LTFP*:

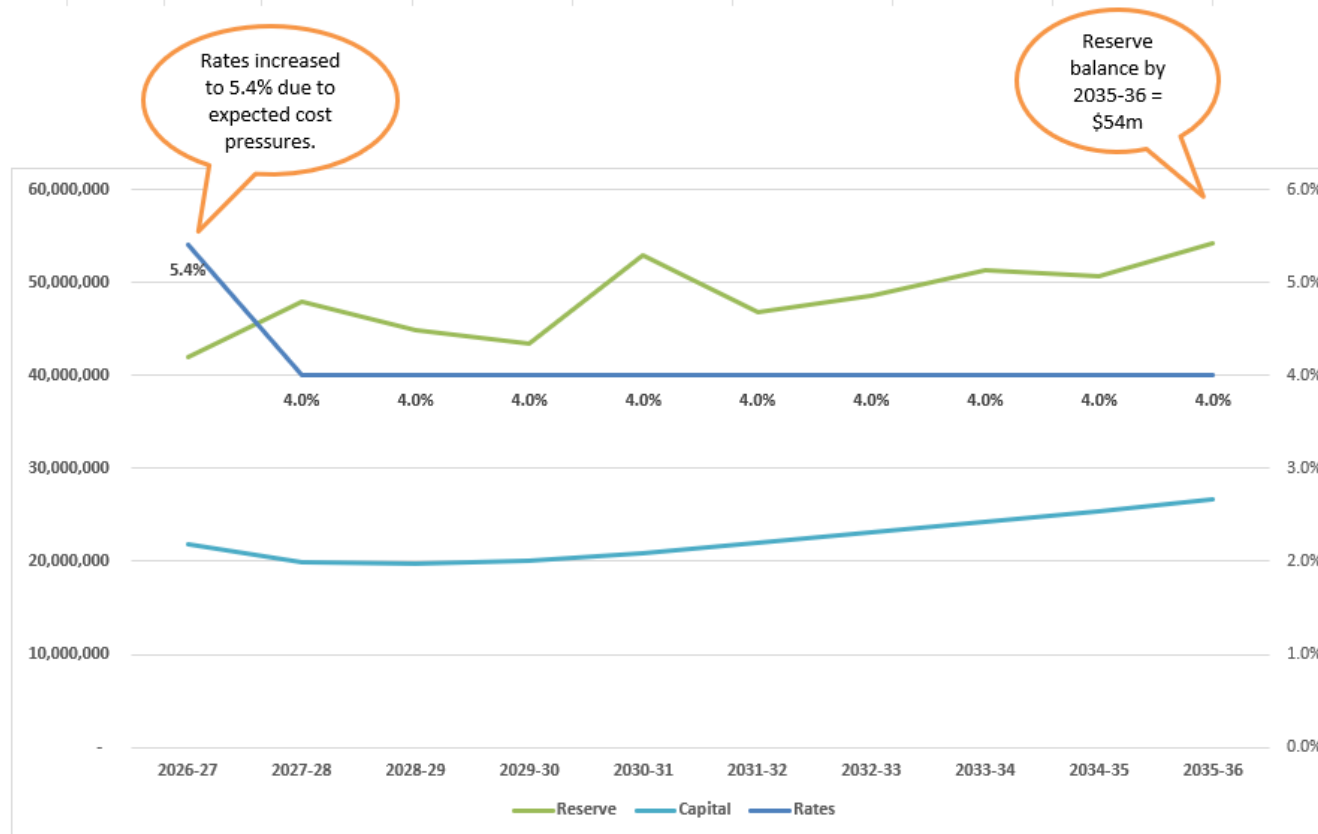
Description	Delivery Year	Amount
Beatty Park 2062: - Heritage Grandstand preservation		\$7.5m
Beatty Park 2062: - Heritage Grandstand redevelopment of original entry hall		\$3.2m
Sullivan Logistics Stadium: - Clubroom and Grandstand development		\$19m

*Costs are based on historical estimates.



SCENARIO MODELLING

Capex/Rates/Reserves (Including Underground Power)



— **Capex**

— Total capital spend until 2034/35 has been increased to ~\$196m due to identified asset renewal needs and expected costs pressure in the future.

— **Rates**

— For 2026/27, the rate has increased to 5.4% due to anticipated cost pressures in materials & contracts and funding higher capital works requirement.

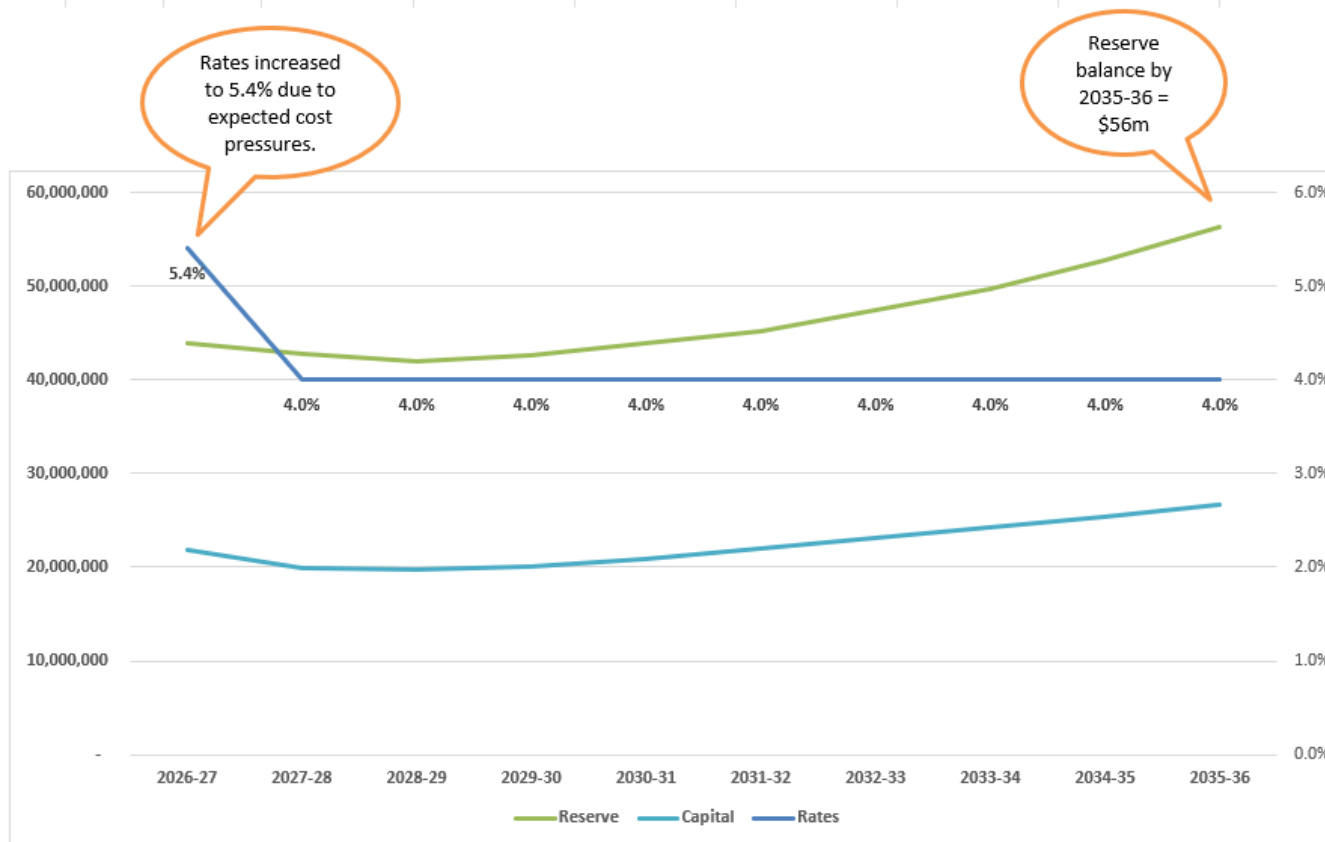
— **Reserves**

— ~\$12m increase over 10 years.

— Closing balance of reserves at \$54m by 2035/36



Capex/Rates/Reserves (Excluding Underground Power)



Rates increased to 5.4% due to expected cost pressures.

Reserve balance by 2035-36 = \$56m

- **Capex**
- Total capital spend until 2034/35 has been increased to ~\$196m due to identified asset renewal needs and expected costs pressure in the future.
- **Rates**
- For 2026/27, the rate has increased to 5.4% due to anticipated cost pressures in materials & contracts and funding higher capital works requirement.
- **Reserves**
- ~\$12m increase over 10 years.
- Closing balance of reserves at \$54m by 2035/36



Financial Ratios

	Benchmark	Average	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Current Ratio (incl. term deposits) - The ability of a local government to meet its short-term financial obligations out of unrestricted current assets	> 1.0	0.96	0.88	0.84	0.83	0.94	1.03	1.19	1.06	1.01	0.89	0.95
Debt Service Cover Ratio - 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.	> 2.0	5.69	9.99	7.40	4.31	6.87	7.96	(2.01)	4.16	4.93	7.60	-
Operating Surplus Ratio - Measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes.	> 0.0	0.03	0.04	(0.00)	0.04	0.18	0.25	(0.31)	0.04	0.01	0.05	0.06
Net Financial Liability Ratio - Contrasts the level of debt of a local government to its operating revenue	< 0.3	(0.38)	(0.38)	(0.38)	(0.25)	(0.29)	(0.39)	(0.40)	(0.41)	(0.44)	(0.40)	(0.43)

GREEN indicates that the projected indicator exceeds the minimum range prescribed by LGIRS

AMBER indicates that the projected indicator is below the minimum range prescribed by LGIRS

¹ The Current Ratio falls below the benchmark range of 1.0 due to a focus on transferring any excess surplus funds to build up the reserve balances over the 10-year period

² The Debt Service Coverage Ratio falls below the benchmark range of 2.0 due to timing of the disposal of Avenue carpark land (Leederville carpark) and high operational costs associated with underground power projects.

³ The Operating Surplus Ratio falls below the benchmark range of 0.0 due to timing of the disposal of Avenue carpark land (Leederville carpark) and high operational costs associated with the underground power projects

⁴ The Net Financial Liability Ratio falls below the benchmark due to borrowings relating to underground power projects.



LTFP ANALYSIS

Commentary on the 2026/27 – 2035/36 LTFP

Loan Borrowing Analysis

Reserve Fund Analysis

Funding Mix and Funding Use

Financial Statement Analysis

Appendices



COMMENTARY ON THE 2026/27 – 2035/36 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, Sullivan Logistics Stadium venue enhancements, and Robertson Park Development Plan Stage 1 & 2 have been included in the plan. The key assumptions and outcomes of this scenario are:

- Rate increase of 5.4% in 2026/27, reducing to 4% from 2027/28
- Rate rise has been increased compared to the previous LTFP 2025/26 – 2034/35 in the medium term due to expected cost pressures in the future, despite higher interest revenue and fees & charges (carparking and Beatty Park).
- 4-year capital works to be fully funded and a steady average increase of 5% in capital expenditure from 2030/31
- Reserve balance to increase by \$12 m over 10 years (2035/36 balance \$54m)
- The debt service coverage ratio falls below the minimum prescribed range of 2.0 due to timing of the disposal of Avenue carpark land (Leederville carpark). It

is assumed that no funds will be borrowed for other projects other than for underground power over the 10 years.

- The current ratio falls below the minimum prescribed range of 1.0 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, Industry Regulation and Safety (LGIRS)

LOAN BORROWING ANALYSIS

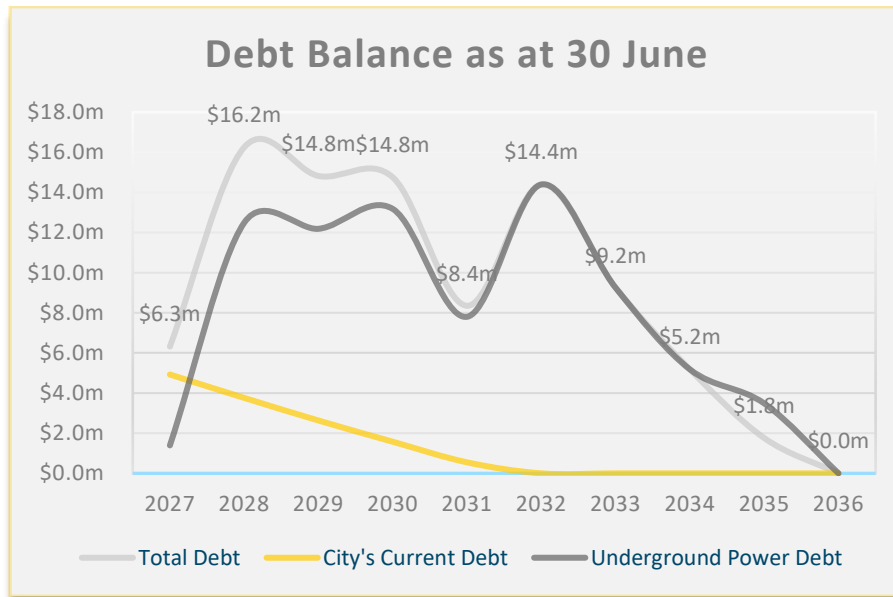
Loan borrowings are a legitimate financing facility available to local governments to sustainably meet the long-term needs of its community, particularly in respect to major capital works projects. The Act empowers the City to borrow within a financial strategy as part of a balanced funding package and 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 \$6.3m early in 2026/27 and then progressively peak to \$16.2m in 2027/28 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 \$0.4m towards the Beatty Park Development loan was approved during the 2025/26 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 4% - 5.4% (2026/27 to 2035/36). 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 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 Catalina Regional Council (CRC) or linked to a specific income source.

The City will utilise the Underground Power Reserve and the Catalina 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. Over the 10-year period, the balance is projected to grow to \$54.2m in 2035/36.



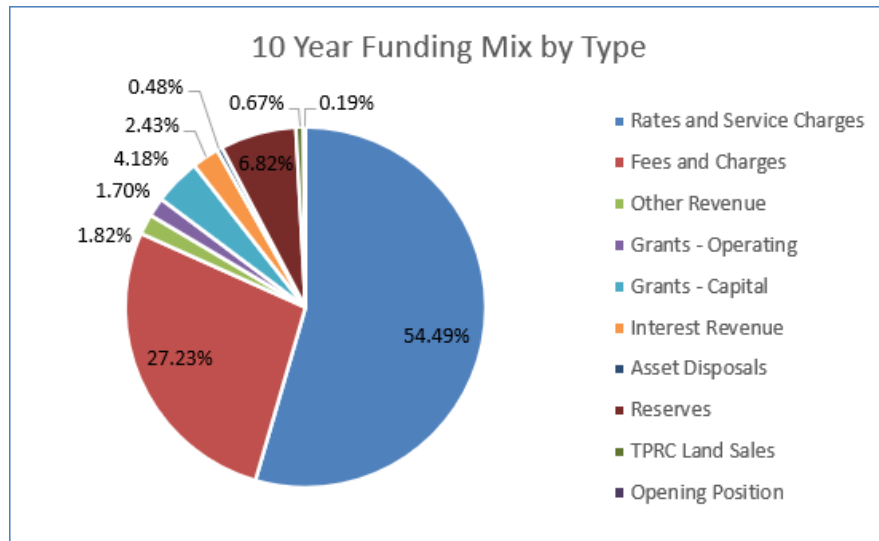
City of Vincent
Forecast Schedule of Reserves
For the period 2025 - 2035

	1	2	3	4	5	6	7	8	9	10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	Balance	Balance	Balance	Balance	Balance	Balance	Balance	Balance	Balance	Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Asset Sustainability Reserve	9,618,546	5,476,899	3,516,443	2,662,880	2,308,031	2,012,170	2,696,908	3,346,311	4,713,422	6,594,449
Beatty Park Leisure Centre Reserve	527,571	546,036	565,147	584,927	605,399	626,588	648,519	671,217	694,710	719,025
Cash in Lieu Parking Reserve	371	384	397	411	425	440	455	471	487	504
Hyde Park Lake Reserve	197,982	204,911	212,083	219,506	227,189	235,141	243,371	251,889	260,705	269,830
Land and Building Acquisition Reserve	364,888	377,659	390,877	404,558	418,718	433,373	448,541	464,240	480,488	497,305
Leederville Oval Reserve	150,548	193,393	200,162	207,168	214,419	221,924	229,691	237,730	246,051	254,663
Loftus Community Centre Reserve	168,898	174,809	180,927	187,259	193,813	200,596	207,617	214,884	222,405	230,189
Loftus Recreation Centre Reserve	324,626	411,359	503,389	600,969	704,363	813,847	842,332	871,814	902,327	933,908
Office Building Reserve - 246 Vincent Street	33,363	34,531	35,740	36,991	38,286	39,626	41,013	42,448	43,934	45,472
Parking Facility Reserve	129,654	134,192	138,889	143,750	148,781	153,988	159,378	164,956	170,729	176,705
Percentage For Public Art Reserve	191,266	197,960	204,889	212,060	219,482	227,164	235,115	243,344	251,861	260,676
State Gymnastics Centre Reserve	30,515	46,070	47,682	49,351	51,078	52,866	54,716	56,631	58,613	60,664
Strategic Waste Management Reserve	616,848	738,438	864,283	994,533	1,129,342	1,268,869	1,413,279	1,562,744	1,717,440	1,877,550
Catalina Land Sales Reserve	25,744,717	28,212,449	29,199,885	30,221,881	31,279,647	32,374,435	33,507,540	34,680,304	35,894,115	37,150,409
Underground Power Reserve	1,942,565	9,125,619	6,940,829	4,876,756	13,172,860	5,845,950	5,344,838	5,817,063	2,291,244	2,352,948
POS reserve - Haynes Street	251,891	235,331	53,568	55,443	57,384	59,392	61,471	63,622	65,849	68,154
POS reserve - General	1,744,130	1,857,626	1,896,668	2,018,697	2,146,666	2,280,833	2,421,467	2,568,847	2,658,757	2,751,813
	42,038,379	47,967,666	44,951,858	43,477,140	52,915,883	46,847,202	48,556,251	51,258,515	50,673,137	54,244,264

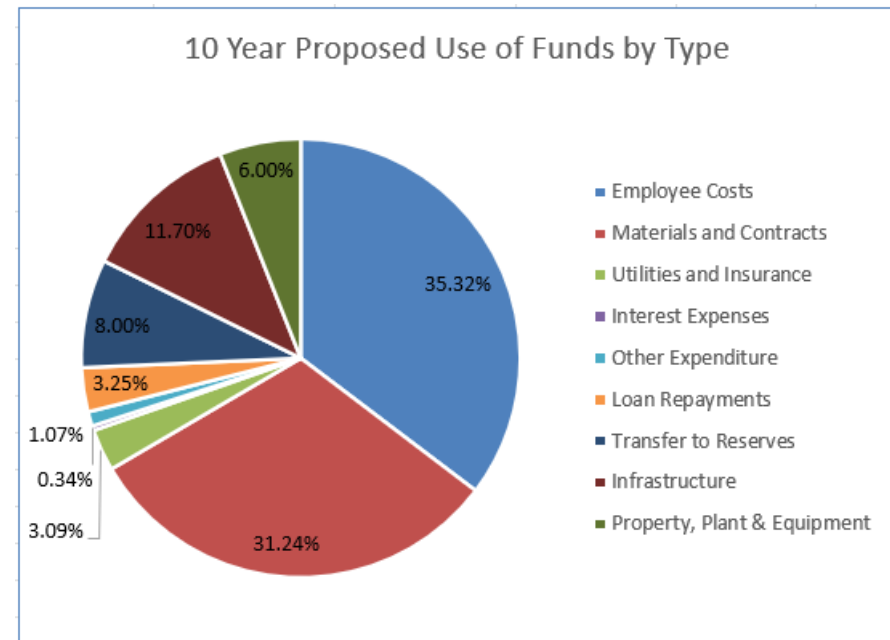
Refer to Appendices for a breakdown of specified reserve purposes



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 (54.4%), fees and charges (27.2%), reserves (6.8%), operating & non-operating grants (5.9%), land and asset disposals (0.5%), interest revenue (2.4%) and other revenue (1.8%).



The proposed expenditure program reveals that approximately 35.3% of cash expenditure relates to employee costs and another 31.2% to materials and contracts, 3.1% to utilities and insurances, 3.6% towards loan servicing and interest, 1.1% for other expenditure with 17.7% applied to capital expenditure, with the remaining 8% 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 (Statement of Financial Activity)
- 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 (Statement of Financial Activity)

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 2026-2036

	1	2	3	4	5	6	7	8	9	10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues										
Rates	49,209,158	51,312,724	53,505,841	55,792,307	58,176,081	60,661,290	63,252,233	65,953,393	68,769,443	71,705,252
Operating grants, subsidies and contributions	1,830,421	1,885,336	1,941,898	2,000,152	2,060,159	2,121,965	2,185,623	2,251,194	2,318,728	2,388,291
Fees and charges	28,693,106	28,853,900	30,395,067	32,428,021	33,382,188	34,187,497	34,932,819	35,929,730	37,536,719	38,860,755
Service charges	0	8,731,734	24,162,891	12,081,767	27,495,293	0	0	0	0	0
Interest earnings	2,957,000	2,964,393	2,971,803	2,979,233	2,986,680	2,994,146	3,001,631	3,009,135	3,016,658	3,024,199
Other Revenues	1,957,428	2,016,154	2,076,637	2,138,937	2,203,109	2,269,201	2,337,276	2,407,397	2,479,619	2,554,005
	84,647,113	95,764,241	115,054,137	107,420,417	126,303,510	102,234,099	105,709,582	109,550,849	114,121,167	118,532,502
Expenses										
Employee costs	(38,976,216)	(40,136,945)	(41,104,439)	(41,926,528)	(42,765,059)	(43,620,360)	(44,492,767)	(45,382,622)	(46,290,275)	(47,216,080)
Materials and contracts	(28,937,024)	(36,906,280)	(44,074,679)	(44,416,653)	(37,907,653)	(57,658,980)	(35,611,699)	(35,173,760)	(36,482,335)	(37,675,253)
Utilities	(2,462,227)	(2,548,403)	(2,637,597)	(2,729,916)	(2,825,460)	(2,924,351)	(3,026,703)	(3,132,637)	(3,242,276)	(3,355,758)
Depreciation	(15,947,839)	(15,967,197)	(16,177,177)	(16,541,780)	(16,644,708)	(16,711,834)	(17,091,215)	(18,485,197)	(19,940,456)	(20,774,023)
Interest Expenses	(269,056)	(312,444)	(753,928)	(787,453)	(593,183)	(562,582)	(517,899)	(311,569)	(165,643)	0
Insurance expenses	(861,868)	(892,034)	(923,255)	(955,569)	(989,014)	(1,023,630)	(1,059,458)	(1,096,538)	(1,134,918)	(1,174,639)
Other expenditure	(1,126,778)	(1,171,132)	(1,217,174)	(1,264,983)	(1,314,623)	(1,366,171)	(1,419,672)	(1,475,218)	(1,532,903)	(1,592,783)
	(88,581,008)	(97,934,434)	(106,888,250)	(108,622,882)	(103,039,700)	(123,867,907)	(103,219,412)	(105,057,542)	(108,788,806)	(111,788,536)
Net Result from Operations	(3,933,895)	(2,170,193)	8,165,887	(1,202,465)	23,263,811	(21,633,808)	2,490,170	4,493,307	5,332,361	6,743,966
Non-operating grants, subsidies and contributions	7,073,586	4,412,037	4,961,493	4,315,773	4,509,983	4,735,482	4,972,256	5,220,869	5,481,912	5,756,008
	0	0	0	0	0	0	0	0	0	0
Loss on Revaluation										
Profit on Assets Disposal	7,210,575	2,121,453	565,881	24,027,199	10,588,744	600,518	1,412,529	624,779	637,276	650,023
Loss on assets disposal	(77,827)	(79,384)	(4,383,696)	(82,592)	(84,243)	(10,600,545)	(87,646)	(3,846,032)	(91,187)	(93,011)
NET RESULT	10,272,439	4,283,913	9,309,565	27,057,915	38,278,295	(26,898,354)	8,787,309	6,492,923	11,360,362	13,056,986
Other Comprehensive Income	5,149,839	5,410,447	5,589,105	5,761,765	5,935,201	6,127,494	6,342,618	6,575,796	6,808,163	7,040,108
TOTAL COMPREHENSIVE INCOME	15,422,278	9,694,360	14,898,670	32,819,680	44,213,496	(20,770,860)	15,129,927	13,068,719	18,168,525	20,097,094



City of Vincent
FS 2 - Forecast Statement of Funding
For the period 2026-2036

	1	2	3	4	5	6	7	8	9	10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES										
Revenues										
Rates	49,209,158	51,312,724	53,505,841	55,792,307	58,176,081	60,661,290	63,252,233	65,953,393	68,769,443	71,705,252
Operating grants, subsidies and contributions	1,830,421	1,885,336	1,941,898	2,000,152	2,060,159	2,121,965	2,185,623	2,251,194	2,318,728	2,388,291
Profit on asset disposal	7,210,575	2,121,453	565,881	24,027,199	10,588,744	600,518	1,412,529	624,779	637,276	650,023
Fees and charges	28,693,106	28,853,900	30,395,067	32,428,021	33,382,188	34,187,497	34,932,819	35,929,730	37,536,719	38,860,755
Service charges	0	8,731,734	24,162,891	12,081,767	27,495,293	0	0	0	0	0
Interest earnings	2,957,000	2,964,393	2,971,803	2,979,233	2,986,680	2,994,146	3,001,631	3,009,135	3,016,658	3,024,199
Other revenue	1,957,428	2,016,154	2,076,637	2,138,937	2,203,109	2,269,201	2,337,276	2,407,397	2,479,619	2,554,005
	91,857,688	97,885,694	115,620,018	131,447,616	136,892,254	102,834,617	107,122,111	110,175,628	114,758,443	119,182,525
Expenses										
Employee costs	(38,976,216)	(40,136,945)	(41,332,320)	(42,563,377)	(43,831,188)	(45,136,850)	(46,481,501)	(47,866,310)	(49,292,464)	(50,761,215)
Materials and contracts	(28,937,024)	(36,906,280)	(44,074,679)	(44,416,653)	(37,907,653)	(57,658,980)	(35,611,699)	(35,173,760)	(36,482,335)	(37,675,253)
Utility charges (electricity, gas, water etc.)	(2,462,227)	(2,548,403)	(2,637,597)	(2,729,916)	(2,825,460)	(2,924,351)	(3,026,703)	(3,132,637)	(3,242,276)	(3,355,758)
Depreciation on non-current assets	(15,947,839)	(15,967,197)	(16,177,177)	(16,541,780)	(16,644,708)	(16,711,834)	(17,091,215)	(18,485,197)	(19,940,456)	(20,774,023)
Loss on asset disposal	(77,827)	(79,384)	(4,383,696)	(82,592)	(84,243)	(10,600,545)	(87,646)	(3,846,032)	(91,187)	(93,011)
Interest expense	(269,056)	(312,444)	(753,928)	(787,453)	(593,183)	(562,582)	(517,899)	(311,569)	(165,643)	0
Insurance expense	(861,868)	(892,034)	(923,255)	(955,569)	(989,014)	(1,023,630)	(1,059,458)	(1,096,538)	(1,134,918)	(1,174,639)
Other expenditure	(1,126,778)	(1,171,132)	(1,217,174)	(1,264,983)	(1,314,623)	(1,366,171)	(1,419,672)	(1,475,218)	(1,532,903)	(1,592,783)
	(88,658,835)	(98,013,819)	(111,499,826)	(109,342,323)	(104,190,072)	(135,984,943)	(105,295,793)	(111,387,261)	(111,882,182)	(115,426,682)
	3,198,853	(128,125)	4,120,192	22,105,293	32,702,182	(33,150,326)	1,826,318	(1,211,633)	2,876,261	3,755,843
Funding Position Adjustments										
Depreciation on non-current assets	15,947,839	15,967,197	16,177,177	16,541,780	16,644,708	16,711,834	17,091,215	18,485,197	19,940,456	20,774,023
Net profit and losses on disposal	(7,132,748)	(2,042,068)	3,817,814	(23,944,607)	(10,504,500)	10,000,027	(1,324,883)	3,221,252	(546,089)	(557,012)
Adjustment for underground power service charges	(0)	(4,262,330)	(11,103,056)	(786,865)	(6,992,157)	11,127,869	6,900,790	4,791,020	0	0
Initial Recognition of Land	0	0	0	0	0	0	0	0	0	0
Net Funding From Operational Activities	12,013,944	9,534,674	13,012,127	13,915,601	31,850,233	4,689,404	24,493,440	25,285,836	22,270,628	23,972,854
FUNDING FROM CAPITAL ACTIVITIES										
Inflows										
Proceeds on disposal	7,398,524	2,046,667	350,000	530,000	556,500	584,325	613,541	644,218	676,429	710,251
Non-operating grants, subsidies and contributions	7,073,586	4,412,037	4,961,493	4,315,773	4,509,983	4,735,482	4,972,256	5,220,869	5,481,912	5,756,008
Outflows										
Purchase of property plant and equipment	(7,572,590)	(6,152,436)	(6,766,210)	(6,819,000)	(7,125,855)	(7,482,148)	(7,856,255)	(8,249,068)	(8,661,521)	(9,094,597)
Purchase of infrastructure	(14,212,369)	(13,687,206)	(12,984,936)	(13,189,216)	(13,782,731)	(14,471,867)	(15,195,461)	(15,955,234)	(16,752,995)	(17,590,645)
Net Funding From Capital Activities	(7,312,849)	(13,380,938)	(14,439,653)	(15,162,443)	(15,842,103)	(16,634,208)	(17,465,919)	(18,339,215)	(19,256,175)	(20,218,983)
FUNDING FROM FINANCING ACTIVITIES										
Inflows										
Transfer from reserves	4,049,457	9,830,222	12,687,673	12,991,867	3,709,910	27,379,200	6,205,479	3,507,092	3,586,313	0
New borrowings	0	12,113,014	3,505,813	5,763,572	0	13,186,065	0	0	0	0
Self supporting loan										
Outflows										
Transfer to reserves	(8,953,359)	(15,759,509)	(9,671,865)	(11,517,149)	(13,148,653)	(21,310,519)	(7,914,527)	(6,209,357)	(3,000,935)	(3,571,127)
Principal elements of finance lease payments	(152,912)	(155,970)	(159,090)	(162,271)	(165,517)	(168,827)	(172,204)	(175,648)	(179,161)	(182,744)
Repayment of borrowings	(1,944,281)	(2,181,493)	(4,935,005)	(5,829,177)	(6,403,870)	(7,141,115)	(5,146,269)	(4,068,707)	(3,420,671)	0
Net Funding From Financing Activities	(7,001,095)	3,846,264	1,427,526	1,246,842	(16,008,130)	11,944,804	(7,027,521)	(6,946,620)	(3,014,454)	(3,753,871)
Estimated Surplus/(Deficit) July 1 B/Fwd	2,300,000	(0)	(0)	(0)	0	0	0	0	0	(0)
Estimated Surplus/(Deficit) June 30 C/Fwd	(0)	(0)	(0)	0	0	0	0	0	(0)	(0)



City of Vincent

FS 3 - Forecast Statement of Cashflows
For the period 2026-2036

	1	2	3	4	5	6	7	8	9	10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows From Operating Activities										
Receipts										
Rates	49,209,158	51,312,724	53,505,841	55,792,307	58,176,081	60,661,290	63,252,233	65,953,393	68,769,443	71,705,252
Operating grants, subsidies and contributions	1,830,421	1,885,336	1,941,898	2,000,152	2,060,159	2,121,965	2,185,623	2,251,194	2,318,728	2,388,291
Fees and charges	28,545,599	30,232,594	33,994,354	34,383,947	36,490,482	29,804,003	32,664,946	30,978,959	37,375,363	38,697,842
Service charges	0	4,595,295	13,427,696	11,613,049	21,080,655	11,441,311	7,095,166	4,925,970	0	0
Interest earnings	2,957,000	2,964,393	2,971,803	2,979,233	2,986,680	2,994,146	3,001,631	3,009,135	3,016,658	3,024,199
Other revenue	1,957,428	2,016,154	2,076,637	2,138,937	2,203,109	2,269,201	2,337,276	2,407,397	2,479,619	2,554,005
	84,499,606	93,006,496	107,918,229	108,907,626	122,997,166	109,291,916	110,536,875	109,526,048	113,959,811	118,369,589
Payments										
Employee costs	(38,706,712)	(39,926,732)	(40,887,919)	(41,480,497)	(42,528,663)	(43,376,872)	(44,241,974)	(45,124,305)	(46,024,209)	(46,942,032)
Materials and contracts	(28,411,479)	(36,347,410)	(43,699,634)	(43,849,192)	(37,524,841)	(57,260,184)	(35,196,259)	(34,740,988)	(36,031,519)	(37,205,647)
Utility charges	(2,462,227)	(2,548,403)	(2,637,597)	(2,729,916)	(2,825,460)	(2,924,351)	(3,026,703)	(3,132,637)	(3,242,276)	(3,355,758)
Interest expenses	(269,056)	(312,444)	(753,928)	(787,453)	(593,183)	(562,582)	(517,899)	(311,569)	(165,643)	0
Insurance expenses	(861,868)	(892,034)	(923,255)	(955,569)	(989,014)	(1,023,630)	(1,059,458)	(1,096,538)	(1,134,918)	(1,174,639)
Other expenditure	(1,126,778)	(1,171,132)	(1,217,174)	(1,264,983)	(1,314,623)	(1,366,171)	(1,419,672)	(1,475,218)	(1,532,903)	(1,592,783)
	(71,838,120)	(81,198,154)	(90,119,508)	(91,067,610)	(85,775,784)	(106,513,789)	(85,461,964)	(85,881,256)	(88,131,468)	(90,270,859)
Net Cash Provided By (Used In) Operating Activities	12,661,486	11,808,342	17,798,721	17,840,016	37,221,382	2,778,126	25,074,911	23,644,792	25,828,343	28,098,730
Cash Flows from Investing Activities										
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	(7,572,590)	(6,152,436)	(6,766,210)	(6,819,000)	(7,125,855)	(7,482,148)	(7,856,255)	(8,249,068)	(8,661,521)	(9,094,597)
Payments for construction of infrastructure	(14,212,369)	(13,687,206)	(12,984,936)	(13,189,216)	(13,782,731)	(14,471,867)	(15,195,461)	(15,955,234)	(16,752,995)	(17,590,645)
Principal elements of lease payments	(152,912)	(155,970)	(159,090)	(162,271)	(165,517)	(168,827)	(172,204)	(175,648)	(179,161)	(182,744)
Non-operating grants, subsidies and contributions	7,073,586	4,412,037	4,961,493	4,315,773	4,509,983	4,735,482	4,972,256	5,220,869	5,481,912	5,756,008
Proceeds from disposal of assets	731,857	480,000	350,000	530,000	556,500	584,325	613,541	644,218	676,429	710,251
Proceeds from sale of land	6,666,667	1,566,667	0	0	0	0	0	0	0	0
Transfers (to)/from investments	(462,899)	(8,273,499)	(201,669)	1,863,452	(12,527,360)	12,194,054	(6,265,362)	(2,670,241)	(7,116,598)	(7,251,843)
Net Cash Provided By (Used In) Investing Activities	(7,928,660)	(21,810,407)	(14,800,412)	(13,461,262)	(28,534,980)	(4,608,981)	(23,903,485)	(21,185,104)	(26,551,934)	(27,653,570)
Cash Flows from Financing Activities										
Repayment of borrowings	(1,944,281)	(2,181,493)	(4,935,005)	(5,829,177)	(6,403,870)	(7,141,115)	(5,146,268)	(4,068,707)	(3,420,671)	0
Proceeds from self supporting loans	520,923	541,285	562,442	289,412	0	0	0	0	0	0
Proceeds from new borrowings	0	12,113,014	3,505,813	5,763,572	0	13,186,065	0	0	0	0
Net Cash Provided By (Used In) Financing Activities	(1,423,358)	10,472,806	(866,750)	223,807	(6,403,870)	6,044,950	(5,146,268)	(4,068,707)	(3,420,671)	0
Net Increase (Decrease) in Cash Held	3,309,468	470,741	2,131,559	4,602,561	2,282,532	4,214,095	(3,974,842)	(1,609,019)	(4,144,261)	445,160
Cash at beginning of year	3,896,751	7,206,219	7,676,960	9,808,518	14,411,079	16,693,611	20,907,706	16,932,864	15,323,844	11,179,583
Cash and Cash Equivalents at the End of Year	7,206,219	7,676,960	9,808,519	14,411,079	16,693,611	20,907,706	16,932,864	15,323,845	11,179,583	11,624,743



City of Vincent
FS 5 - Forecast Statement of Financial Position
 For the period 2026-2036

	1	2	3	4	5	6	7	8	9	10
	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35	30 June 36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS										
Cash and cash Equivalents	7,206,219	7,676,960	9,808,518	14,411,079	16,693,611	20,907,706	16,932,864	15,323,844	11,179,583	11,624,743
Financial Assets at amortised cost	42,198,763	48,140,733	44,951,858	43,477,140	53,199,045	46,656,647	48,613,238	51,337,873	50,653,195	54,351,996
Trade and Other Receivables	7,652,839	7,802,179	7,954,499	8,108,343	8,263,035	8,419,450	8,577,533	8,737,304	8,896,660	9,061,573
Inventories	2,050,473	2,111,987	2,175,346	2,240,607	2,307,825	2,377,060	2,448,371	2,521,823	2,597,477	2,675,402
TOTAL CURRENT ASSETS	59,108,294	65,731,859	64,890,221	68,237,169	80,463,516	78,360,863	76,572,026	77,920,844	73,328,915	77,713,714
NON-CURRENT ASSETS										
Other Receivables	980,334	1,069,320	1,160,976	1,255,381	1,352,618	1,452,773	1,555,932	1,662,186	1,771,628	1,884,352
Inventories	14,774	14,774	14,774	14,774	14,774	14,774	14,774	14,774	14,774	14,774
Investments	41,004	42,234	43,501	44,806	46,150	47,535	48,961	50,430	51,943	53,501
Interests in Joint Arrangements	14,396,347	14,396,347	14,396,347	14,396,347	14,396,347	14,396,347	14,396,347	14,396,347	14,396,347	14,396,347
Property Plant and Equipment	271,441,035	273,448,010	278,705,283	289,071,509	294,331,142	290,675,399	300,664,264	304,840,608	316,849,608	324,476,700
Infrastructure	148,009,157	151,254,258	168,297,986	188,053,966	208,987,569	200,652,829	203,092,921	207,248,812	215,286,152	222,344,870
Right of Use Assets	247,526	252,476	257,526	262,677	267,930	273,289	278,754	284,330	290,016	295,816
TOTAL NON-CURRENT ASSETS	435,130,177	440,477,419	462,876,393	493,099,460	519,396,530	507,512,946	520,051,953	528,497,487	548,660,468	563,466,360
TOTAL ASSETS	494,238,471	506,209,278	527,766,614	561,336,629	599,860,046	585,873,808	596,623,979	606,418,331	621,989,383	641,180,075
CURRENT LIABILITIES										
Trade and Other Payables	10,339,740	10,960,125	11,398,530	12,031,251	12,481,281	12,949,312	13,436,065	13,942,287	14,468,759	15,016,289
Current Portion of Long-term Liabilities	1,705,235	2,676,475	5,161,152	6,403,870	5,599,991	5,146,268	4,068,707	3,420,671	1,759,526	0
Provisions	7,007,115	7,217,329	7,433,849	7,879,880	8,116,276	8,359,764	8,610,557	8,868,874	9,134,940	9,408,988
Lease liabilities	152,912	155,970	159,090	162,271	165,517	168,827	172,204	175,648	179,161	182,744
TOTAL CURRENT LIABILITIES	19,205,002	21,009,900	24,152,621	26,477,273	26,363,065	26,624,171	26,287,533	26,407,479	25,542,386	24,608,021
NON-CURRENT LIABILITIES										
Long-term Borrowings	6,005,272	6,454,748	9,947,957	8,350,222	2,750,231	9,248,904	5,180,196	1,759,526	0	0
Provisions	735,775	757,849	780,584	804,002	828,122	852,965	878,554	904,911	932,058	960,020
TOTAL NON-CURRENT LIABILITIES	6,741,047	7,212,597	10,728,541	9,154,224	3,578,353	10,101,869	6,058,750	2,664,437	932,058	960,020
TOTAL LIABILITIES	25,946,049	28,222,497	34,881,162	35,631,497	29,941,418	36,726,040	32,346,284	29,071,916	26,474,444	25,568,041
NET ASSETS	468,292,422	477,986,781	492,885,452	525,705,132	569,918,628	549,147,768	564,277,695	577,346,414	595,514,940	615,612,034
EQUITY										
Retained Surplus	120,020,723	118,375,349	130,700,722	159,233,355	188,072,907	167,243,234	174,321,495	178,112,153	190,057,893	199,543,752
Reserves - Cash Backed	42,038,379	47,967,666	44,951,858	43,477,140	52,915,883	46,847,202	48,556,250	51,258,515	50,673,137	54,244,264
Asset Revaluation Surplus	306,233,320	311,643,767	317,232,872	322,994,637	328,929,838	335,057,332	341,399,950	347,975,746	354,783,909	361,824,017
TOTAL EQUITY	468,292,422	477,986,782	492,885,452	525,705,132	569,918,628	549,147,768	564,277,695	577,346,414	595,514,939	615,612,033



City of Vincent
FS 6 - Forecast Statement of Changes in Equity
 For the period 2026 - 2036

	1	2	3	4	5	6	7	8	9	10
	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35	30 June 36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RETAINED SURPLUS										
Opening Balance	114,652,186	120,020,723	118,375,349	130,700,722	159,233,355	188,072,907	167,243,234	174,321,495	178,112,153	190,057,893
Net Result	10,272,439	4,283,913	9,309,565	27,057,915	38,278,295	(26,898,354)	8,787,309	6,492,923	11,360,362	13,056,986
Amount transferred (to)/from Reserves	(4,903,902)	(5,929,287)	3,015,808	1,474,718	(9,438,743)	6,068,681	(1,709,048)	(2,702,265)	585,378	(3,571,127)
Closing Balance	120,020,723	118,375,349	130,700,722	159,233,355	188,072,907	167,243,234	174,321,495	178,112,153	190,057,893	199,543,752
RESERVES - CASH/INVESTMENT BACKED										
Opening Balance	37,134,477	42,038,379	47,967,666	44,951,858	43,477,140	52,915,883	46,847,202	48,556,250	51,258,515	50,673,137
Amount transferred to/(from) Retained Surplus	4,903,902	5,929,287	(3,015,808)	(1,474,718)	9,438,743	(6,068,681)	1,709,048	2,702,265	(585,378)	3,571,127
Closing Balance	42,038,379	47,967,666	44,951,858	43,477,140	52,915,883	46,847,202	48,556,250	51,258,515	50,673,137	54,244,264
ASSET REVALUATION SURPLUS										
Opening Balance	301,083,481	306,233,320	311,643,767	317,232,872	322,994,637	328,929,838	335,057,332	341,399,950	347,975,746	354,783,909
Total Other Comprehensive Income	5,149,839	5,410,447	5,589,105	5,761,765	5,935,201	6,127,494	6,342,618	6,575,796	6,808,163	7,040,108
Closing Balance	306,233,320	311,643,767	317,232,872	322,994,637	328,929,838	335,057,332	341,399,950	347,975,746	354,783,909	361,824,017
TOTAL EQUITY	468,292,422	477,986,782	492,885,452	525,705,132	569,918,628	549,147,768	564,277,695	577,346,414	595,514,939	615,612,033



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
1. Asset Management Reserves				
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	Office Building Reserve - 246 Vincent Street	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	<ul style="list-style-type: none"> - Asset Management and Sustainability Strategy - Asset Prioritisation Plan for Buildings
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2. Strategic Purpose Reserves

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	Investigation and 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	Enhanced Environment Strategy 2025-2030
2.5	Underground Power Reserve	For the purpose of funding the City's contribution to approved underground power projects.	Ongoing	Memorandum of Understanding for Tranche 2 Western Power's Network Renewal Underground Pilot Program

3. Parking & Transport Related Reserves

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.		<ul style="list-style-type: none"> - Parking and Access Policy 7.7.1 - Local Planning Policy – Non-residential parking - 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,		<ul style="list-style-type: none"> - Accessible City Strategy - Car Parking Strategy - Precinct Parking Management Plan



		improved pathways and associated infrastructure to access parking areas and associated works.		- Safer Vincent Plan 2019-2022
4. Other Special Purpose Reserves				
4.1	Catalina Land Sales Reserve	For future significant/major capital works, underground power projects, infrastructure, project or debt reduction programme for the benefit of the City.		<ul style="list-style-type: none">- Catalina Regional Council, Joint Ownership, Council established 3 Feb 2006- Reserve funds established in City of Vincent's Budget 2012-2013