


Long Term Financial Plan

2022/23 - 2031/32



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**Acknowledgement
of Country**

The City of Swan would like to acknowledge the traditional custodians of this region, the Whadjuk people of the Noongar Nation, and pay respect to their elders past, present and emerging in the hope that we can continue to work together and strive for unity in the spirit of reconciliation.

Abbreviations

ABS	Australian Bureau of Statistics
AMP	Asset Management Plan
CBD	Commercial Business District
CEO	Chief Executive Officer
COVID-19	Coronavirus pandemic
CPI A	Consumer Price Index Australia
CPI P	Consumer Price Index Perth
CFWD	Carry foward
DLG	Department of Local Government, Sports and Cultural Industries
FTE	Full Time Equivalent
GRV	Gross Rental Value
HA	Hectare
KM	Kilometers
KPI	Key Performance Indicator
LG	Local Government
LGCI	Western Australian Local Government Cost Index
LTFP	Long Term Financial Plan
SCP	Strategic Community Plan
UCL	Unallocated Crown Land
WALGA	Western Australian Local Government Association
WALGGC	Western Australian Local Government Grants Commission



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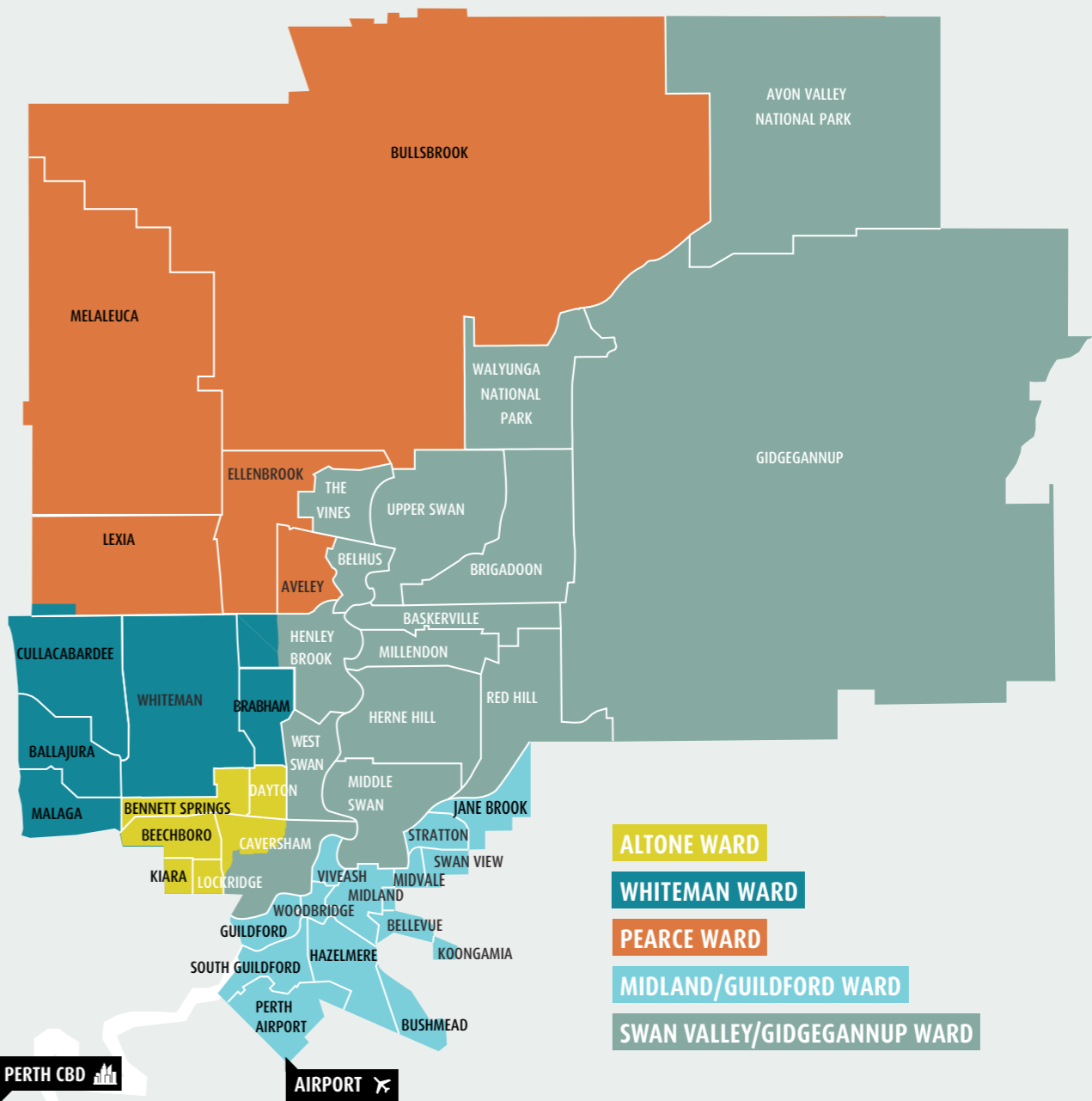
City profile

The City of Swan is geographically the largest local government in the Perth metropolitan area and is one of the fastest growing urban corridors in Australia. Located 20km north-east of the Perth CBD, Midland is the gateway to the northern and eastern Wheatbelt region, giving it a large customer catchment and employee base. The area is an established mixed-use area, including industrial, commercial and residential land uses.

At 1,043 square kilometers, it offers a diverse range of business spaces from rural through to high-tech industrial and diversity in the workforce to match. The City contains within its boundaries the area known as the Swan Valley with its

associated coastal plains to the west, the Ellenbrook and lower Chittering Districts to the north, and the Hills District to the east. It also contains historic towns of Guildford and Midland to the south. It thus comprises the major and most populated parts of areas which were known since the early days of the Swan River Colony as the Swan District.

The City of Swan can trace its lineage directly back to the Guildford Town Trust and the Swan Districts Roads Committee. The Swan City Council is therefore an historic body, which administers an area of great importance in the history of the State of Western Australia.





Key Statistics

 **1,043 km²**
Area (sq. km)

 **167,763**
City of Swan 2021/22 population forecast¹

 **66,200**
Rateable Properties¹

 **98,005**
Eligible voters (citizens aged 18+) (April 2021-WAEC)²

 **866** Permanent staff¹

690 Full time employees

176 Part time employees

Assets / Facilities	
Land Assets	393 Freehold Land Parcels
	797 Crown Reserve Parcels
	1,287 Easements
Building Assets	276 Buildings
Park & Streetscape Assets	875 ha
	34 (250 ha) Active Reserves
	290 (340 ha) Passive Reserves
	295 ha Verges/Medians/Roundabouts
Natural Resource Management	1,237 ha
	53 (778 ha) Nature Reserves
	78 (479 ha) Foreshore Reserves
Roads	3,280 roads (1,598 km)
Paths	955km
Bridges	13 Boardwalks
	42 Footbridges
	8 Jetties/Weirs
	49 Road Bridges
	47 Culverts
Drainage	5 Underpasses
	864 km of pipe
Car Parks	135 Off Street Car Parks
	720 On Street Parking Zones
Localities	
Altone Ward	Beechboro, Bennett Springs, Caversham, Dayton, Kiara, Lockridge
Midland / Guildford Ward	Bellevue, Bushmead, Guildford, Hazelmere, Jane Brook, Koongamia, Midland, Midvale, Perth Airport, South Guildford, Stratton, Swan View, Viveash, Woodbridge
Pearce Ward	Aveley, Bullsbrook, Ellenbrook, Lexia, Melaleuca
Swan Valley/ Gidgegannup Ward	Baskerville, Belhus, Brigadoon, Caversham, Gidgegannup, Henley Brook, Herne Hill, Middle Swan, Millendon, Red Hill, The Vines, Upper Swan, West Swan
Whiteman Ward	Ballajura, Brabham, Cullacabardee, Henley Brook, Lexia, Malaga, Whiteman

¹City of Swan as of May 2022 ²WA Electoral Commission

Integrated Planning Framework

Long Term Financial Planning (LTFP) is a key element of the Integrated Planning and Reporting Framework. It enables the City to set priorities, based on their resourcing capabilities, for the delivery of short, medium and long-term community priorities. The LTFP is a 10-year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan (SCP) priorities. The Annual Budget is developed from these planning processes and is aligned with the organisational strategic objectives.

The following figure illustrates how the LTFP informs the Integrated Planning and Reporting Framework.





Strategic Community Plan

Community Plan 2021- 2031. The SCP was originally developed in 2012 and underwent major reviews in 2016 and 2020 to ensure that it remains relevant and reflective of community requirements.

The City of Swan's Strategic Community Plan (SCP) sets out our vision, aspirations and objectives for our community over the next 10 years and is our principal strategy document. This means that it governs all of the work that the City undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of our community. The direction set through the SCP ensures infrastructure and service provision is focused to meet the requirements of our community, now and into the future.

Vision: One City, diverse people, cultures and places.

A sustainable, thriving City of diverse people and places enjoying a great quality of life, health and wellbeing.

Economic

Our vision: Thriving and vibrant

The City will be nationally and globally recognised as a great place and strategic location to invest, visit and establish local business centres.

Our local businesses will provide job and employment opportunities for our growing population and community, who will have access to local services, shopping, health and education.

The City will have developed partnerships with government and business to ensure local businesses are supported and sustainable.

Natural environment

Our vision: Sustainable, green and peaceful

Our City is proud of the green, rural nature of Swan, blessed with many natural assets, including high value natural lands, open spaces, the Swan River, wetlands and waterways.

The natural environment, ecology and biodiversity of our ecosystems are preserved and protected.

Our City is committed to enhance our environmental performance and sustainability through our actions, services and partnerships.

Built environment

Our vision: Modern and connected

Our City will lead the State in providing diverse and connected places, providing housing options for our growing and diverse population, young and old.

Our growth will be supported by adaptable and flexible planning to ensure our vision and actions match our rate of growth.

Our places will reflect our local identities providing safe, central community hubs, with open spaces and facilities, such as libraries and community centres to meet, connect and recreate.

Our community will take pride in its places, with attractive, safe and maintained built assets, roads and streetscapes, while protecting our local heritage.

Our City will be accessible, providing integrated transport solutions, including public, pedestrian and cycle access.

Social

Our vision: Diverse, engaged and safe

Our communities are inclusive and connected, and have a sense of belonging, building the community together within safe and supportive environments.

Our sense of place, culture and local identity reflect both our diversity and sense of belonging. Our community resilience and wellbeing is enhanced through recreation and active participation.

Our diversity enhances and differentiates our community and supported through engagement, services, facilities and service partnership in local areas.

Governance

Our vision: Progressive and responsible

The City of Swan is regarded as a leader across Local Government, proactive and focused on improvement.

The City provides good governance, displayed through our accountable, transparent and fiscally responsible management of competing community demands.

The City is strengthened to deliver community outcomes through community partnerships, engagement and communication.

Successful advocacy and ongoing collaborative partnerships with government, industry, service providers and community strengthen City outcomes.
















Our Services

Service Programs

The City delivers a wide range of services and facilities to the community. The revenues and expenditures of the City are required to be classified in accordance with legislation. The Local Government (Financial Management) Regulations 1996 (Schedule 1 Part 1) specify the minimum program classifications to be disclosed.

SERVICE	EXPLANATION
 General Purpose Funding	Objective: To collect revenue to allow for the provision of services. Activities: Rates, general purpose government grants and interest revenue.
 Governance	Objective: To provide a decision-making process for the efficient allocation of scarce resources. Activities: Administration and operation of facilities and services to members of Council. Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific City services. Venues/Facilities: Administration Building, Midland Town Hall.
 Law Order and Public Safety	Objective: To provide services to ensure a safe community. Activities: Supervision of various by-laws, fire prevention, emergency services and animal control. Venues/Facilities: Swan Emergency Services Facility, West Swan Fire Station.
 Health	Objective: To provide an operational framework for good community health. Activities: Food and water quality, pest control, immunisation services, child health services and health education. Venues/Facilities: Beechboro Family Centre, Midland Health Campus
 Education and Welfare	Objective: To meet the needs of the community in these areas. Activities: Management and support for families, children, youth and the aged within the community by providing Youth, Aged and Family Centres, Home and Community Aged Care Program, Junior Council and assistance to schools. Venues/Facilities: Alice Daveron Centre, Swan Child Care Centre.
 Housing	Objective: To help ensure adequate housing. Activities: Maintain and administer Elvire Chalets. Venues/Facilities: Elvire Chalets.



SERVICE	EXPLANATION
 Community Amenities	Objective: Provide services required by the community. Activities: Rubbish collection services and disposal of waste, urban stormwater drainage, protection of environment, town planning and regional development and other community amenities (bus shelters, public toilets). Venues/Facilities: Bullsbrook Transfer Station.
 Recreation and Culture	Objective: To establish and manage efficiently infrastructure and resources which will help the social wellbeing of the community. Activities: Public halls, civic centre, recreation and aquatic centres, parks and reserves, libraries, heritage and culture. Venues/Facilities: Midland Town Hall, Swan Park Leisure Centre, Altone Park Complex, Lilac Hill.
 Transport	Objective: To provide effective and efficient transport services to the community. Activities: Construction and maintenance of roads, footpaths, bridges; street cleaning and lighting, road verges, street scaping and depot maintenance. Venues/Facilities: Operations Centre.
 Economic Services	Objective: To help promote the municipality and improve its economic wellbeing. Activities: The regulation and provision of tourism, area promotion, building control, noxious weeds and vermin control. Venues/Facilities: Swan Valley Visitor Centre and Guildford Visitor Centre.
 Other Property and Services	Activities: Private works, public works overheads, plant and equipment operations and activities not reported in the above programs.

Service Levels










It is proposed that existing service levels will be maintained for all operational areas in formulating this plan. A key objective in the Corporate Business Plan is to improve existing service levels in the longer term whilst continuing to achieve annual operating surpluses each year to fund the provision of infrastructure.

Asset Management

Asset management is the combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner. The City records information about the location, acquisition, condition, useful life and construction characteristics of its asset base along with current levels of service in an asset register.

As part of our Integrated Planning Framework, the City has developed asset management plans for each of our major asset classes, including, but not limited to roads, buildings, drainage, paths and parks infrastructure. The plans initiate with the asset register and involve demand forecasting, influenced by population and demographic trend forecasting, risk management strategies and financial information such as asset values, depreciation rates, depreciated values, capital expenditure projections for new assets as a result of growth, or to renew, upgrade and extend assets. Furthermore, asset management plans document considerations of alternative service delivery solutions, strategies to manage funding gaps and information on ‘whole of life’ costing including changes in service potential for assets.

The City has nine Asset Management Plans. These plans contain high level details on each asset class. A snapshot of information for each class can be found on the right.

ASSET	EXPLANATION
 Land	<p>The management of the City’s ‘Land Assets’ differentiates itself from other asset classes as it relates more to procedures and legislation dealing with land which is owned by the City. The management of Land Assets excludes any infrastructure or improvements located over the land parcel including bushland, parks and buildings which are referenced and included in other asset groups.</p>
 Buildings	<p>The City has a number of ‘Building’ assets that support the delivery of community services and act as focal points for community life. This contributes to the social, cultural and economic development of the local community.</p> <p>The City’s building portfolio consists of a variety of building categories that have been constructed over many years and to varying building standards and codes.</p>
 Parks and Streetscapes	<p>The City provides ‘Parks and Streetscaping’ that is visually attractive and well maintained. Quality public open space is an important element of a community’s urban fabric and enhances quality of life. Public open space assists in defining a community’s identity and provides social, environmental and economic benefits. Public open space is provided in several different ways which includes sporting grounds, neighbourhood parks and landscaped medians, verges and roundabouts.</p>
 Natural Resource Management	<p>The City’s ‘Natural Resource Management’ covers the bushland and foreshore reserves that the City manages for fauna and flora conservation and public recreation. The City currently manages 45 nature reserves and 73 foreshore reserves. The Asset Management Plan for the natural areas does not currently include information on any roadside vegetation, compensation basins, Unallocated Crown Land (UCL), unmade road reserves or bridle trails that have ecological value.</p>
 Roads	<p>The City provides and maintains a working ‘Road Network’ in partnership with Main Roads WA, to enable effective transport of road users through the City of Swan. This includes all roads from district distributors and through to access roads. The City does not maintain highways and arterial roads, such as Great Eastern, Great Northern, Reid and Roe Highways. These roads are the responsibility of Main Roads WA.</p>
 Footpaths	<p>The City’s ‘Path Network’ supports the delivery of community services and acts as focal points for community life, contributing to the social, cultural and economic development of the local community. The Path Network portfolio consists of a variety of asset categories and surface types that have been constructed over many years and to varying standards, codes and quality.</p>
 Bridges	<p>The City’s ‘Bridge Infrastructure’ provides the community with safe access across obstacles and includes both vehicle and pedestrian bridges. Bridges enhance the efficiency of vehicle and pedestrian movements. In some cases, bridges are so fundamental as to be the determining factor in whether those movements are indeed possible. Main Roads WA has input into the management and maintenance of the City’s bridges.</p>
 Drainage	<p>The City’s ‘Stormwater Drainage’ infrastructure ensures the removal of stormwater arising from rain events. The drainage infrastructure protects residents’ property from damage and also protects the surrounding services from damage or deterioration, which allows infrastructure such as roads, footpaths, car parks etc., to achieve their intended useful lives. In addition, the drainage infrastructure protects the environment by including devices that improve the water quality before it is discharged into the waterways.</p>
 Car Parks	<p>The City’s ‘Car Park’ infrastructure supports the community by allowing access to facilities and areas after travelling by vehicle. Car park assets enhance the road infrastructure for users other than through traffic and those with privately or commercially provided parking facilities. The parking lots (on road and off road) enhance the amenity of the Council area and support commerce and leisure.</p>

Forward Financial Estimates

Strategies and Price Indicators

The LTFP has been prepared to support the strategic planning process for the City of Swan. The plan is an informing strategy that outlines the City’s approach to delivering infrastructure and services to the community in a financially sustainable and affordable manner for the next 10 years.

The world at large has been challenged by the Coronavirus pandemic since its outbreak in March 2020. Western Australia’s economy recovered strongly from the initial impacts of the virus due to the implementation of short and sharp lockdowns by the State Government, enabling a quick return to levels of activity that now exceed pre-COVID levels. However, the highly infectious Omicron variant, and elimination of travel restrictions have resulted in a surge of COVID-19 infections in WA. While most countries have eliminated restrictions completely and are now living life as normal with COVID-19 in their communities, WA is for the first time coming to terms with daily increases in the number of cases. COVID-19 still remains a threat and the social and economic impacts of COVID-19 will be felt for a long time.

This plan is set against economic uncertainty and will be reviewed every 12 months to reflect the prevailing economic conditions and changing community demands placed on the City.

Consideration has been given to the economic drivers that will influence the future cost of providing infrastructure, facilities and services for the period 2022/23 to 2031/32.

The values disclosed in this plan represent estimated future prices and costs, representing a financial solution to meeting the competing demands of services and facilities to the community. There are numerous ways in which the City can achieve its objectives. This plan balances the funding needs of renewal and new infrastructure assets, existing services against rating expectations, reasonable fees, debt leverage and the use of accumulated funds held in reserve accounts.

Plans and Policies

The LTFP assists the City’s Strategic Community Plan by advising the financial capabilities of the City to deliver infrastructure and services to the community. The Corporate Business Plan assists in the realisation of our community’s vision in the medium term; it details the actions, services, operations and projects the City will deliver within a five-year period. Other critical informing strategies associated with this plan are the Asset Management and Workforce Plans.

The LTFP will guide the City’s financial management in a responsible and sustainable manner. The City’s financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships with the community and other levels of government. The City will continue to explore funding innovations as a means to improve services and infrastructure.

Financial Strategies and Principles

The LTFP is underpinned by the following principles:

- City response and operations arising from economic conditions driven by COVID-19
- Continuous improvement in the financial capacity and sustainability of the City through:
 - Strengthening results to ensure long term financial sustainability
 - Prudent use of debt
 - Accumulate funds to meet cash flow demands
- The maintenance of a fair and equitable rating structure.
- Maintaining or improving service level standards.
- Maintenance of cash reserves for future commitments.
- Maintaining/increasing funding for asset maintenance and renewal.
- Continuous development of Developer Contribution Plans and Specified Area Rate modelling to fund specific Capital Works.
- Fees, charges and rates are determined upon an equitable basis. A key element of the financial strategy is to minimise the financial burden placed on ratepayers whilst also maintaining tight control of costs so as to achieve zero deficit year on year.



Economic and Social Environment Indicators

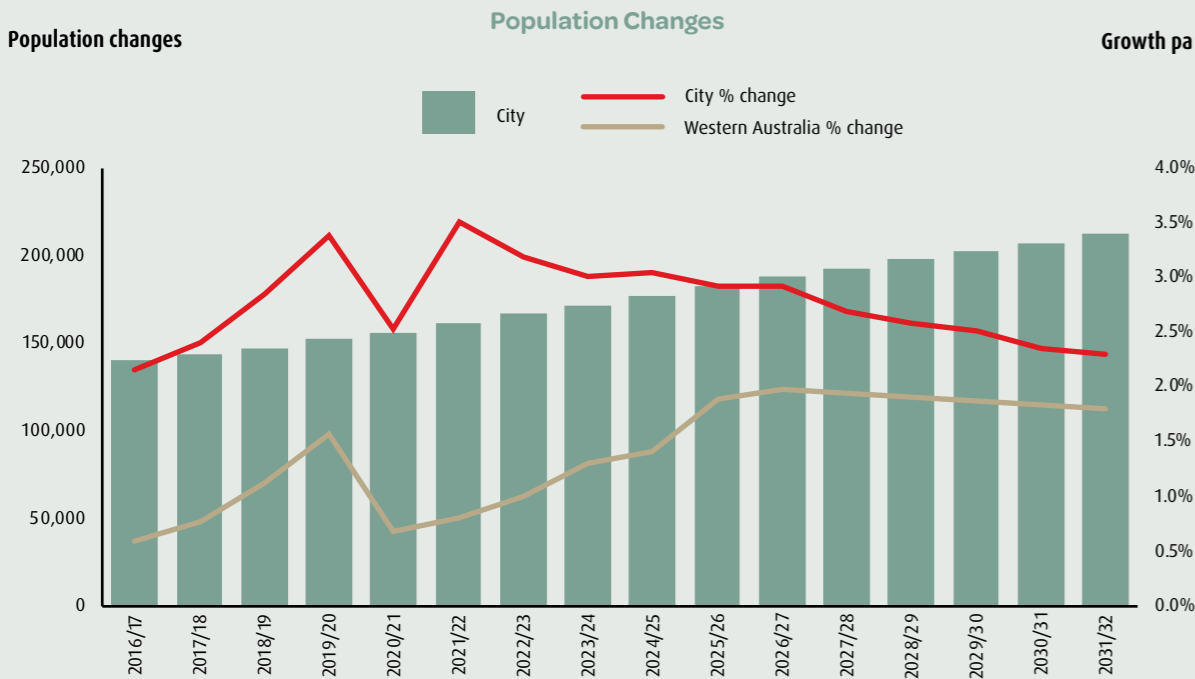
The following economic and social drivers have been used to develop this plan:

Economic Assumptions	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Gross Domestic Product (GDP)	3.5%	2.5%	2.5%	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Gross State Product WA	2.0%	1.0%	1.5%	1.5%	3.0%	3.2%	3.1%	3.1%	3.1%	3.2%
Population Australia	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Population WA	1.0%	1.3%	1.4%	1.9%	2.0%	1.9%	1.9%	1.9%	1.8%	1.8%
Population - City of Swan	3.2%	3.0%	3.1%	2.9%	2.9%	2.7%	2.6%	2.5%	2.4%	2.3%
Consumer Price Index Australia	3.0%	2.8%	2.8%	2.5%	2.6%	2.5%	2.5%	2.6%	2.7%	2.8%
Consumer Price Index Perth	2.8%	2.5%	2.5%	2.5%	2.4%	2.7%	2.5%	2.6%	2.7%	2.9%
WALGA - Local Government Cost Index	2.5%	2.2%	2.4%	2.4%	2.3%	2.6%	2.4%	2.5%	2.6%	2.8%
Utility - Street Lighting	5.9%	2.8%	2.8%	2.8%	2.6%	2.9%	2.8%	2.9%	3.0%	3.1%
Wage Price Index WA	2.8%	3.0%	3.0%	3.0%	2.2%	2.4%	2.3%	2.3%	2.4%	2.6%
General Insurance	3.8%	3.4%	3.4%	3.1%	3.2%	3.1%	3.2%	3.3%	3.4%	3.5%
RBA Cash Management Rate	0.8%	1.5%	2.3%	2.5%	2.5%	2.4%	2.5%	2.5%	2.5%	2.5%
10 Year Bond Rate	2.6%	2.6%	3.6%	3.9%	3.9%	3.8%	3.9%	3.9%	3.9%	3.9%
WATC 10 year borrowing rate	3.9%	4.3%	4.3%	4.7%	4.7%	4.5%	4.7%	4.7%	4.7%	4.7%

Population

City forecasts for annual population growth are expected to rise to 3.2% and then to 2.3% over the next 10 years, which exceeds the State’s population growth over the same period. Estimates do not include population forecasts for Henley Brook and Bullsbrook DCP’s.

This plan has been developed on demographic trends and the following forecast of residential population:



2016/17 to 2020/21 figures for City of Swan are based on ABS Cat 3218.0
2021/22 onwards is based on Forecast.id. (a City of Swan forecasting tool)
WA figures and forecasts are based on State Budget

Financial Statements

The following Financial Statements have been prepared for the ten years covered in this plan. These estimates have been prepared on the basis of the assumptions shown previously in this document.

Statement of Comprehensive Income by Program

Identifies the cost of goods and services provided, and the extent to which costs are recovered from revenues. Programs are defined by Regulation under the Local Government Act WA 1995.

Statement of Comprehensive Income by Nature/Type

Identifies the inputs by nature/ type of the revenue or expense. Descriptions are defined by Regulation under the Local Government Act WA 1995.

The Statement of Comprehensive Income is prepared on an accrual basis. This process recognises income as it is earned and expenses as they are incurred. In addition, it makes adjustments for unearned income, credit sales, pre-payments, accrued expenses and non-cash provisions (i.e. depreciation and leave entitlements). This method provides a more accurate reflection of the transactions which actually occurred during the accounting period and is a better reflection of the actual business activities undertaken by the City.

Depreciation, which is an expense charged in the Statement of Comprehensive Income, reflects the value of capital assets consumed during the accounting period.

Statement of Financial Activity (Rate Setting Statement)

This statement summarises the operating, capital, debt and reserves transactions. It utilises the same reporting procedures required formulating the City’s Annual Budget under the Local Government Act WA 1995. The plan identifies the funds necessary to balance the budget in each financial year through the collection of Rates.

Operating Estimates

Statement of Comprehensive Income

The plan achieves a balanced budget for each financial year. Operating income and efficiency are projected to have steady growth over the next 10 years. The operating surplus will provide funds for expenditure on Capital growth; renewal, replacement and provision of new assets, enhancing the long-term financial sustainability of the City.

Rates

The plan includes a zero increase in 2022/23 and then forward estimates based on Consumer Price Index movements for Perth. Potential rate revenue for Henley Brook and Bullsbrook DCP’s are based on DCP projections for contributions arising from subdivision approvals. At this stage estimates are not included for rate revenues arising from developments/improvements of landholding in these areas.

Fees and Charges

Venues and facilities impacted by the arrangements taken under the State of Emergency provisions in 2020/21 have recovered to pre-covid levels. Beyond 2023/24 fees and charges assumptions are based on the CPI Perth indicators, statutory charges and projected increase in population.

Statement of Financial Position (Balance Sheet)

The purpose of the Statement of Financial Position is to provide a “snap-shot” of the overall financial position of the City. This statement is constructed according to well defined accounting principles which are embodied in the Australian Accounting Standards. The ratepayer equity in the City can be calculated by deducting total liabilities from total assets.

Discretionary fees and charges will be increased by CPI to match estimated additional costs in service delivery. The City is working towards full cost recovery for providing services such as waste collection.

Grants and Contributions

In developing this long-term model, it is anticipated that using a combination of both CPI Australia and CPI Perth as an indicator to forecast Operating Grants and Contributions to be a reasonable estimate over the 10-year period. The City will continue to pursue grant funding for strategic capital works from the State and Federal Government.

Interest Earnings

Forecast on Council’s investment portfolio are based on the 90-day Bank Bill index in line with the Council’s Investment Policy and Strategy. Interest rates are not expected to rise materially in the next 24 months.

Employee costs

Estimates for employee costs are based on requirements outlined in the Workforce Plan and associated growth drivers. Price escalation is based on the wage price index of 3.0% falling to 2.2% per annum over the period of this plan.

The Statement discloses transactions as current and non-current assets, and current and non-current liabilities and equity.

Statement of Equity

The purpose of this Statement is to report the changes in equity over an accounting period. The LTFP uses this to show the changes in accumulated funds and reserves over the next 10 years.

Material and Contracts

Various price drivers have been used to escalate materials and contracts on a case-by-case basis. Real increases are based on growth drivers expected over the 10-year period.

Utilities (gas, electricity and water)

The State has identified a 2.75% change in State tariffs for 2022/23 and according to the 2022/23 State Government Budget, tariffs will escalate by Consumer Price Index beyond 2022/23. Street lighting is expected to rise at greater than CPI over the period.

Insurance

A higher than CPI increases is estimated for insurance expenses for the 10-year period.

Depreciation

Property, plant, equipment, vehicles, infrastructure and land are valued at Fair Value in the Balance Sheet of the City. Depreciable assets have been depreciated on a straight-line method using current depreciation rates.

Interest Expense

Forecast borrowing (interest) costs are based on the forecast 10-year Western Australian Treasury Corporation Indicative Rates.

Statement of Comprehensive Income – by Nature / Type

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Revenue	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rate revenue	140,943	148,235	155,377	162,653	169,560	176,973	182,601	189,975	197,365	204,658
Operating grants/ subsidies/contributions	6,004	11,235	11,638	12,035	12,451	12,885	13,335	13,801	14,291	14,810
Service Charges	457	469	480	492	503	515	527	539	552	567
Fees and Charges	45,221	47,347	49,395	51,478	53,628	55,935	58,289	60,685	63,173	65,823
Interest earnings	2,848	6,140	8,636	9,793	10,063	10,475	9,933	9,031	9,135	9,290
New Initiatives Revenue	0	0	0	4,560	4,669	4,794	4,915	5,043	5,179	5,327
Other Revenue	3,072	3,101	3,130	3,159	3,188	3,220	3,251	3,284	3,320	3,592
Operating Revenue	198,545	216,526	228,656	244,170	254,062	264,796	272,851	282,360	293,015	304,066
Operating Expenses										
Employee costs	(91,008)	(95,377)	(100,027)	(104,947)	(109,164)	(113,830)	(118,523)	(123,443)	(128,619)	(133,907)
Material and Contracts	(44,486)	(46,277)	(47,324)	(49,066)	(49,715)	(51,088)	(53,128)	(53,962)	(55,501)	(57,673)
Utilities (gas elect water)	(7,822)	(8,031)	(8,244)	(8,464)	(8,680)	(8,926)	(9,167)	(9,422)	(9,691)	(9,986)
Depreciation	(47,537)	(48,579)	(53,930)	(58,516)	(62,030)	(64,517)	(65,832)	(68,505)	(72,578)	(74,574)
Insurance	(2,876)	(2,959)	(3,046)	(3,127)	(3,213)	(3,299)	(3,390)	(3,486)	(3,589)	(3,697)
Interest	(1,268)	(1,828)	(1,883)	(2,065)	(2,061)	(1,845)	(1,576)	(1,302)	(1,022)	(740)
New Initiatives - expenses	0	(934)	(2,535)	(6,932)	(7,451)	(7,943)	(8,611)	(9,701)	(10,141)	(10,579)
Other expenses	(1,397)	(1,849)	(1,476)	(1,939)	(1,556)	(2,034)	(1,644)	(2,135)	(1,739)	(2,248)
Operating Expenses	(196,394)	(205,834)	(218,465)	(235,056)	(243,870)	(253,482)	(261,870)	(271,956)	(282,879)	(293,405)
Profit(Loss) - normal operations	2,151	10,692	10,191	9,114	10,192	11,314	10,981	10,403	10,136	10,662
Other										
Non-operating grants/ contributions	22,084	27,619	47,563	34,949	11,716	10,167	4,841	48,958	7,936	8,090
Developers Contributions	22,816	40,301	47,007	43,245	46,278	45,719	36,465	31,496	27,387	12,132
Asset contributed/gifted	33,958	44,129	36,336	24,750	24,750	24,750	24,750	34,534	26,159	24,750
Loss on asset disposals	(4,235)	0	0	0	0	0	0	0	0	0
Land ceded to the Crown	(3,063)	0	0	0	0	0	0	0	0	0
Unrealised gain from EMRC	5,000	4,000	3,750	3,500	3,250	3,000	2,750	2,500	2,500	2,500
Other	76,560	116,049	134,657	106,444	85,994	83,636	68,806	117,488	63,983	47,472
Income Statement Profit/(Loss)	78,711	126,742	144,848	115,558	96,186	94,950	79,786	127,891	74,119	58,133
Other Comprehensive Income										
Revaluation of assets	0	0	0	0	0	0	0	0	0	0
Other Comprehensive Income	0	0	0	0	0	0	0	0	0	0
Profit/(Loss)	78,711	126,742	144,848	115,558	96,186	94,950	79,786	127,891	74,119	58,133



ANALYSIS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Revenue										
Rate revenue	2.6%	5.2%	4.8%	4.7%	4.2%	4.4%	3.2%	4.0%	3.9%	3.7%
Operating grants/ subsidies/contributions	-15.5%	87.1%	3.6%	3.4%	3.5%	3.5%	3.5%	3.5%	3.6%	3.6%
Service Charges	10.2%	2.5%	2.5%	2.5%	2.2%	2.4%	2.3%	2.3%	2.4%	2.6%
Fees and Charges	4.5%	4.7%	4.3%	4.2%	4.2%	4.3%	4.2%	4.1%	4.1%	4.2%
Interest earnings	9.6%	115.6%	40.7%	13.4%	2.8%	4.1%	-5.2%	-9.1%	1.2%	1.7%
New Initiatives Revenue	0.0%	0.0%	0.0%	0.0%	2.4%	2.7%	2.5%	2.6%	2.7%	2.9%
Other Revenue	2.2%	0.9%	0.9%	0.9%	0.9%	1.0%	1.0%	1.0%	1.1%	8.2%
Operating Revenue	2.5%	9.1%	5.6%	6.8%	4.1%	4.2%	3.0%	3.5%	3.8%	3.8%
OPERATING EXPENSES	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Employee costs	4.7%	4.8%	4.9%	4.9%	4.0%	4.3%	4.1%	4.2%	4.2%	4.1%
Material and Contracts	16.7%	4.0%	2.3%	3.7%	1.3%	2.8%	4.0%	1.6%	2.9%	3.9%
Utilities (gas elect water)	7.0%	2.7%	2.7%	2.7%	2.6%	2.8%	2.7%	2.8%	2.9%	3.0%
Depreciation	6.3%	2.2%	11.0%	8.5%	6.0%	4.0%	2.0%	4.1%	5.9%	2.8%
Insurance	9.1%	2.9%	2.9%	2.7%	2.7%	2.7%	2.8%	2.8%	2.9%	3.0%
Interest	-0.1%	44.2%	3.0%	9.7%	-0.2%	-10.5%	-14.6%	-17.4%	-21.5%	-27.6%
New Initiatives - expenses	0.0%	0.0%	171.4%	173.4%	7.5%	6.6%	8.4%	12.7%	4.5%	4.3%
Other expenses	-25.5%	32.4%	-20.2%	31.4%	-19.8%	30.7%	-19.2%	29.9%	-18.6%	29.3%
Operating Expenses	7.4%	4.8%	6.1%	7.6%	3.7%	3.9%	3.3%	3.9%	4.0%	3.7%
Profit(Loss) - normal operations	-80.3%	397.2%	-4.7%	-10.6%	11.8%	11.0%	-2.9%	-5.3%	-2.6%	5.2%
Excluding Depreciation	-10.6%	19.3%	8.2%	5.5%	6.8%	5.0%	1.3%	2.7%	4.8%	3.0%
Excluding Reserve Interest	-49.1%	439.1%	54.0%	18.4%	4.3%	8.9%	-11.7%	-17.8%	1.5%	2.6%



Key Performance Indicators

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Asset Sustainability Ratio	97%	122%	101%	104%	99%	79%	94%	104%	90%	92%
Asset Consumption Ratio	73%	73%	73%	73%	72%	71%	70%	70%	69%	68%
Asset Renewal Funding Ratio	81%	82%	83%	86%	89%	92%	97%	102%	106%	111%

Key Indicators

Asset Sustainability Ratio

An indicator of the extent to which assets managed by a local government are being renewed or replaced as they reach the end of their useful lives.
Standard is met if the ratio can be measured and is at least 90%.
Standard is improving if this ratio is between 90% and 110%.

Asset Consumption Ratio

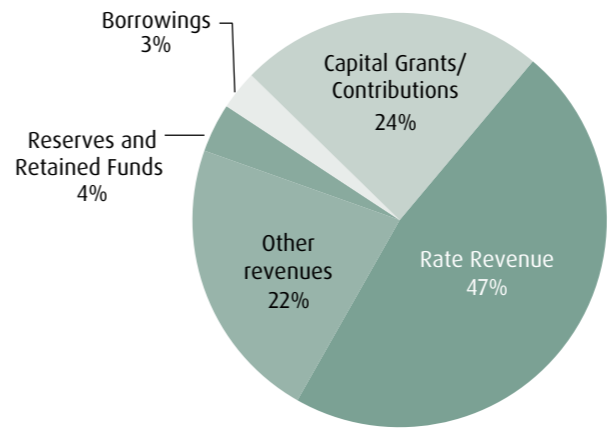
This ratio highlights the aged condition of a local government’s physical assets.
Standard is met if the ratio can be measured and is 50% or greater.
Standard is improving if the ratio is between 60% and 75%.

Asset Renewal Funding Ratio

A local government’s financial capacity to fund asset renewal at existing revenue/service levels.
Standard is met if the ratio is between 75% and 95%.
Standard is improving if the ratio is between 95% and 105% and the ASR falls within the range 90% to 110%, and ACR falls within the range 50% to 75%.

Source and Application of Funds

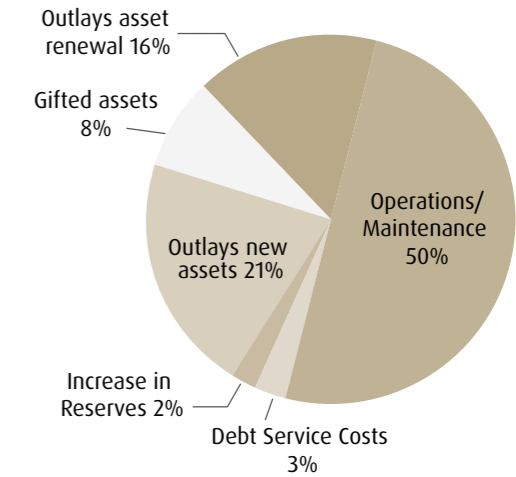
Source of Funds



Commentary

The City is strongly reliant on rates and fees and charges, which represents 69% of the source of funds. The negative impact of the COVID-19 pandemic in the early years has recovered and fees and charges are close to pre-covid years.
This plan provides for an ambitious capital works program of\$1.365b (indexed) over the 10-year period, which will require substantial borrowings of \$112.4m. to achieve this program. In addition, the program cannot be delivered without substantial funding from developers (DCP) and both State and Federal governments amounting to \$576.8m.

Application of Funds



Commentary

Half of the City’s financial resources are applied to the operation and maintenance of the City’s facilities and services. This represents 80% of the City’s rates/ service charge and fees.
The Capital Works Program aims to meet infrastructure service requirements of the City. Of the \$1.664b outlays on capital the following accounts for renewal/upgrade of existing assets (36%), the creation of new assets (46%) and new assets gifted (18%) to the City have been included in this plan. These estimates exclude revenues and outlays associated with the Midland Oval Redevelopment Plan. These will be added following Council’s review of the project.

Summary of Financial Activity (Rate Setting Statement)										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating Revenue	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General rate revenue	137,997	145,215	152,281	159,480	166,316	173,652	180,907	188,241	195,589	202,836
Specified area rates	2,946	3,020	3,096	3,173	3,243	3,321	1,694	1,734	1,776	1,822
Operating grants/ subsidies/contributions	6,004	11,235	11,638	12,035	12,451	12,885	13,335	13,801	14,291	14,810
Service Charges	457	469	480	492	503	515	527	539	552	567
Fees and Charges	45,221	47,347	49,395	51,478	53,628	55,935	58,289	60,685	63,173	65,823
Interest earnings	2,848	6,140	8,636	9,793	10,063	10,475	9,933	9,031	9,135	9,290
New Initiatives Revenue	0	0	0	4,560	4,669	4,794	4,915	5,043	5,179	5,327
Other Revenue	3,072	3,101	3,130	3,159	3,188	3,220	3,251	3,284	3,320	3,592
Operating revenues	198,545	216,526	228,656	244,170	254,062	264,796	272,851	282,360	293,015	304,066
Operating Expenses										
Employee costs	(91,008)	(95,377)	(100,027)	(104,947)	(109,164)	(113,830)	(118,523)	(123,443)	(128,619)	(133,907)
Material and Contracts	(44,486)	(46,277)	(47,324)	(49,066)	(49,715)	(51,088)	(53,128)	(53,962)	(55,501)	(57,673)
Utilities (gas elect water)	(7,822)	(8,031)	(8,244)	(8,464)	(8,680)	(8,926)	(9,167)	(9,422)	(9,691)	(9,986)
Depreciation	(47,537)	(48,579)	(53,930)	(58,516)	(62,030)	(64,517)	(65,832)	(68,505)	(72,578)	(74,574)
Insurance	(2,876)	(2,959)	(3,046)	(3,127)	(3,213)	(3,299)	(3,390)	(3,486)	(3,589)	(3,697)
Interest	(1,268)	(1,828)	(1,883)	(2,065)	(2,061)	(1,845)	(1,576)	(1,302)	(1,022)	(740)
New Initiatives - expenses	0	(934)	(2,535)	(6,932)	(7,451)	(7,943)	(8,611)	(9,701)	(10,141)	(10,579)
Other expenses	(1,397)	(1,849)	(1,476)	(1,939)	(1,556)	(2,034)	(1,644)	(2,135)	(1,739)	(2,248)
Operating Expenses	(196,394)	(205,834)	(218,465)	(235,056)	(243,870)	(253,482)	(261,870)	(271,956)	(282,879)	(293,405)
Profit (Loss) - normal operations	2,151	10,692	10,191	9,114	10,192	11,314	10,981	10,403	10,136	10,662
Movement in Non Cash Assets/ Liabilities	48,637	48,504	53,874	58,474	61,998	64,493	65,814	68,491	72,567	74,566
	50,788	59,196	64,065	67,588	72,190	75,807	76,795	78,894	82,703	85,228
Capital Transactions										
Non-operating grants/contributions	22,084	27,619	47,563	34,949	11,716	10,167	4,841	48,958	7,936	8,090
Developers Contributions	22,816	40,301	47,007	43,245	46,278	45,719	36,465	31,496	27,387	12,132
Asset contributed/gifted	34,109	44,129	36,336	24,750	24,750	24,750	24,750	34,534	26,159	24,750
Proceeds from Sale of Non-Current Assets	3,819	2,704	2,357	3,919	3,498	2,899	3,881	4,914	4,141	3,800
Land Ceded to the Crown	(3,063)	0	0	0	0	0	0	0	0	0

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Capital Transactions	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	(7,405)	(6,700)	(1,822)	0	(11,089)	(720)	(12,282)	(2,336)	(6,869)	0
Outlays on Property Plant & Equipment	(37,142)	(52,280)	(77,467)	(56,060)	(40,337)	(23,714)	(39,551)</			

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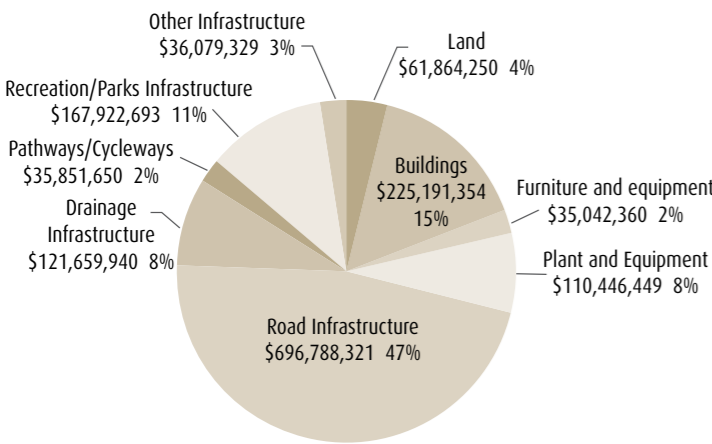
Capital Works Program

The Capital Works Program aims to meet infrastructure service requirements of the City. Renewal or upgrade of existing infrastructure and the creation of new assets have been included in developing this plan.

The City is diverse and geographically large with an established large mixed-use, both economically and culturally. Diversity suggests conflicting priorities posing implications to the planning process. The program focuses on the supply of assets and their funding sources.

This plan provides for an ambitious capital works program (excluding gifted assets of \$299m) of \$1.3651b (indexed) over the 10-year period, which will require substantial borrowings of \$112.4M to achieve this program.

Capital Outlays by Asset Class



The plan includes outlays for a DCP for the Bullsbrook and Henley Brook areas. To date the plan has not been adopted by Council and could have capital outlays in excess of \$289.8m in the 10 years of the plan. If contributions and grants are not forthcoming, then a substantial financial risk would arise if the City was to fund the infrastructure required.

The delivery of such a large works program creates a substantial financial risk to the City. To achieve some of these works there is a reliance on State and Federal governments making available substantial grants. Failure to secure these funds could place a substantial financial burden on the City.

As the population grows there is an increasing need to service a wide range of sporting and recreational needs for the local community. The City aims to promote inclusion, community growth, health and wellbeing as key factors in its growth strategy. Community infrastructure addresses this need, e.g. Ellenbrook Recreation Centre building a multi-use facility for the growing number of residents.

Capital Acquisitions

Asset acquisitions can be classified according to the below categories:

- New – acquisition/construction of new assets by the City to meet additional service level requirements.
- Renewal – works to upgrade refurbish or replace existing facilities with facilities of equivalent capacity or performance capability.
- Upgrade –works to improve facilities which may include a proportion that is required to meet additional service levels.
- Gifted Assets – assets that have been constructed and transferred to the City by developers.
- Gifted Assets (DCP) – assets that have been constructed and transferred to the City by developers under Developer Contributions Plans (DCP) within the City.

The table below summarizes the total works program over the 10 year period and the application by asset type.

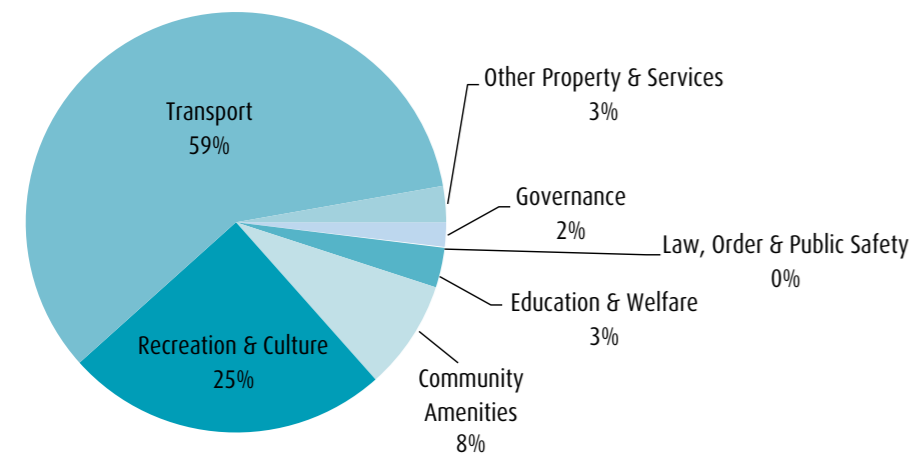
Capital Works Program – (Indexed Values)

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Capital Outlays	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gifted Assets	34,109	44,129	36,336	24,750	24,750	24,750	24,750	34,534	26,159	24,750
Non Depreciable Assets (e.g. Land)	8,926	14,096	5,545	0	11,089	720	12,282	2,336	6,869	0
New Outlays	85,860	81,265	125,743	87,102	44,720	45,255	64,618	108,260	35,450	23,976
Renewal Outlays	46,336	59,179	54,719	61,044	61,458	51,201	61,589	71,291	65,527	68,961
Total	175,231	198,669	222,343	172,896	142,017	121,926	163,240	216,421	134,006	117,687
Funding sources										
Grants	21,255	27,204	47,141	34,520	11,280	9,722	4,385	48,494	7,463	7,607
Asset Sale	1,930	0	0	0	0	0	0	0	0	0
Trade-in	1,889	2,704	2,357	3,919	3,498	2,899	3,881	4,914	4,141	3,800
Contribution	650	440	447	455	464	473	484	494	503	513
Developers Contributions	22,995	40,301	47,007	43,245	46,278	45,719	36,465	31,496	27,387	12,132
Gifted Assets	25,921	32,146	27,839	24,750	24,750	24,750	24,750	24,750	24,750	24,750
Gifted Assets (DCP)	8,188	11,983	8,497	0	0	0	0	9,784	1,409	0
Transfers to Reserves	(25,575)	(40,741)	(47,455)	(43,701)	(46,741)	(46,192)	(36,949)	(31,989)	(27,891)	(12,646)
Net Funding Sources	57,252	74,037	85,834	63,189	39,528	37,371	33,015	87,941	37,763	36,157
Council Resources										
Reserves	35,690	76,271	72,138	49,097	56,623	43,834	82,211	79,565	44,111	27,906
Rates	23,439	37,171	34,476	36,882	39,452	40,721	48,013	48,915	52,132	53,624
Cfwd Funds	17,670									
Council Resources	76,799	113,442	106,614	85,978	96,075	84,555	130,224	128,480	96,243	81,529
Loan	76,799	11,190	29,895	23,729	6,414	0	0	0	0	0
Total	175,231	198,669	222,343	172,896	142,017	121,926	163,240	216,421	134,006	117,687

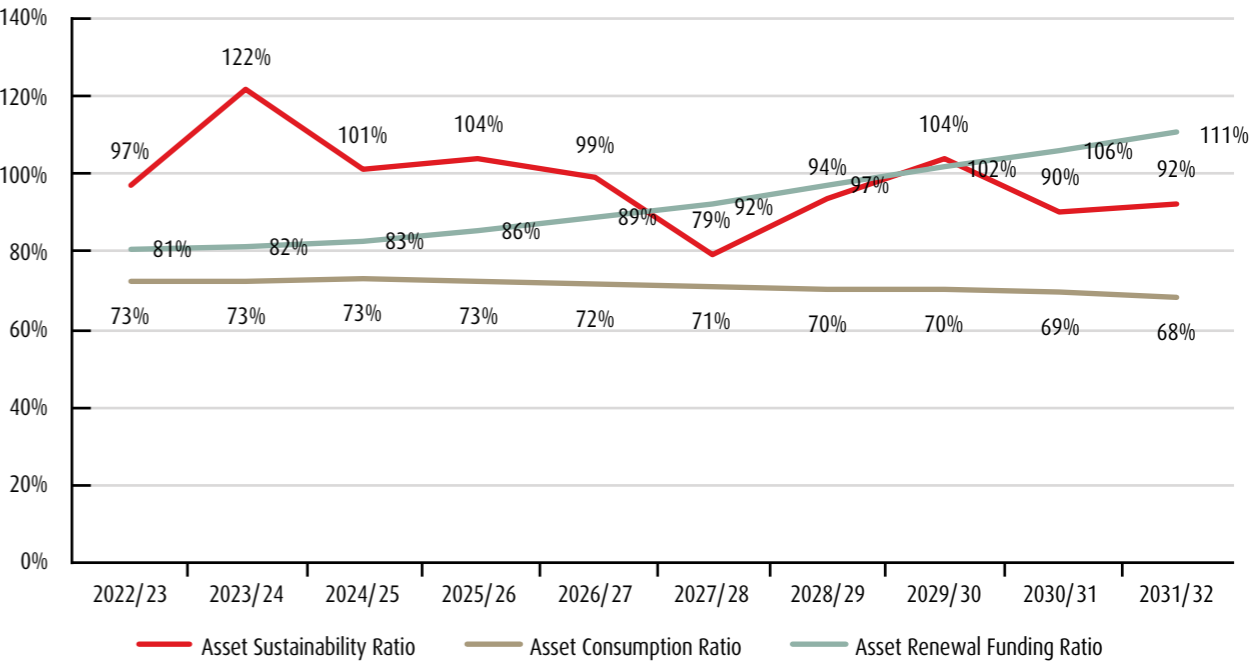
Outlays by Asset Class

SUMMARY	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	203/2032
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	8,926	14,096	5,545	0	11,089	720	12,282	2,336	6,869	0
Buildings	25,121	29,956	61,061	37,164	22,477	9,277	20,012	16,229	12,106	15,737
Furniture and equipment	4,463	5,871	4,820	3,899	4,187	4,738	3,723	3,836	4,053	4,160
Plant and Equipment	7,408	16,453	11,587	14,998	13,672	9,700	15,815	19,325	17,301	14,661
Road Infrastructure	91,302	87,391	105,306	87,629	50,200	59,554	62,810	127,347	52,727	49,644
Drainage Infrastructure	12,010	12,385	11,929	11,853	11,441	10,956	22,860	11,565	11,353	11,505
Pathways/Cycleways	3,285	3,969	3,893	4,210	3,908	4,578	4,038	4,067	4,125	4,047
Recreation/Parks Infrastructure	20,142	24,137	16,956	9,773	21,583	18,841	18,004	23,641	21,559	6,629
Other Infrastructure	2,575	4,410	1,247	3,371	3,459	3,563	3,693	8,074	3,911	11,303
	175,231	198,669	222,343	172,896	142,017	121,926	163,240	216,421	134,006	117,687

Total capital outlays by program



Key Performance Indicators



Key Indicators

Asset Sustainability Ratio -

An indicator of the extent to which assets managed by a local government are being renewed or replaced as they reach the end of their useful lives.

Standard is met if the ratio can be measured and is at least 90%. Standard is improving if this ratio is between 90% and 110%.

Asset Consumption Ratio -

This ratio highlights the aged condition of a local government's physical assets.

Standard is met if the ratio can be measured and is 50% or greater. Standard is improving if the ratio is between 60% and 75%.

Asset Renewal Funding Ratio -

A local government's financial capacity to fund asset renewal at existing revenue/service levels. Standard is met if the ratio is between 75% and 95%.

Standard is improving if the ratio is between 95% and 105% and the ASR falls within the range 90% to 110%, and ACR falls within the range 50% to 75%.

Statement of Financial Position

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Current Assets	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and Cash Equivalents	213,784	176,725	157,149	172,114	209,369	250,465	206,354	144,741	154,532	156,809
Trade and Other Receivables	11,014	11,084	10,941	11,091	10,933	11,100	10,923	11,110	10,913	11,121
Other Financial Assets	41	0	0	0	0	0	0	0	0	0
Inventories	1,354	1,369	1,338	1,370	1,336	1,372	1,334	1,374	1,332	1,377
Other Current Assets	893	908	877	909	875	911	874	913	871	916
Total Current Assets	227,085	190,085	170,305	185,486	222,514	263,849	219,486	158,139	167,649	170,222
Current Liabilities										
Trade and Other Payables	23,166	23,265	23,062	23,277	23,050	23,289	23,037	23,303	23,022	23,318
Contract Liabilities	27,624	42,167	29,253	34,093	31,520	64,109	52,789	24,062	14,089	8,121
Lease Liabilities	0	0	0	0	0	0	0	0	0	0
Borrowings - Muncipal	8,902	10,928	11,370	12,477	11,855	12,011	12,503	11,988	12,345	11,640
Employee Relayed Provisions	19,486	19,387	19,491	19,381	19,497	19,374	19,504	19,367	19,512	19,359
Total Current Assets	79,178	95,747	83,176	89,227	85,921	118,784	107,833	78,719	68,968	62,438
Net Current Assets	147,907	94,338	87,129	96,259	136,592	145,065	111,653	79,419	98,681	107,784
Non Current Assets										
Trade and Other Payables	3,107	3,182	3,238	3,280	3,312	3,336	3,354	3,368	3,379	3,387
Other Financial Assets	188	148	148	148	148	148	148	148	148	148
Inventories	1,436	1,507	1,432	1,504	1,429	1,500	1,425	1,496	1,421	1,492
Interest in Joint Venture	86,379	90,379	94,129	97,629	100,879	103,879	106,629	109,129	111,629	114,129
Assets Classified as held for Sale	5,810	5,810	5,810	5,810	5,810	5,810	5,810	5,810	5,810	5,810
Property, Plant and Equipment	601,787	652,805	717,052	751,545	779,150	778,411	804,907	819,956	831,950	837,226
Infrastructure Assets	1,701,553	1,800,625	1,904,791	1,984,678	2,037,060	2,095,207	2,166,119	2,298,987	2,348,420	2,386,257
Right of Use Assets	63	62	61	60	59	58	57	56	55	54
Non Current Assets	2,400,322	2,554,517	2,726,660	2,844,653	2,927,845	2,988,349	3,088,448	3,238,948	3,302,811	3,348,502
Total Assets	2,627,407	2,744,603	2,896,965	3,030,138	3,150,359	3,252,198	3,307,934	3,397,087	3,470,460	3,518,724

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Non Current Liabilities	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Contract Liabilities	30,612	4,891	6,593	6,698	39,651	25,602	25,041	27,324	48,858	56,910
Lease Liabilities	159	106	71	167	112	74	170	113	75	170
Borrowings	45,513	45,074	63,598	74,850	69,410	57,399	44,895	32,908	20,562	8,922
Employee Related Provisions	2,218	2,317	2,212	2,323	2,206	2,329	2,200	2,336	2,192	2,344
Total Non-Current Liabilities	78,503	52,388	72,474	84,038	111,378	85,404	72,305	62,681	71,687	68,347
Net Assets	2,469,726	2,596,467	2,741,315	2,856,873	2,953,059	3,048,009	3,127,796	3,255,687	3,329,806	3,387,939
Equity										
Retained Surplus	1,312,648	1,462,236	1,613,091	1,714,735	1,800,568	1,869,956	1,978,262	2,136,282	2,208,068	2,262,234
Cash Backed Reserves	185,209	162,363	156,356	170,270	180,623	206,185	177,665	147,536	149,869	153,837
Revaluation Reserves	971,868	971,868	971,868	971,868	971,868	971,868	971,868	971,868	971,868	971,868
Total Equity	2,469,726	2,596,467	2,741,315	2,856,873	2,953,059	3,048,009	3,127,796	3,255,687	3,329,806	3,387,939



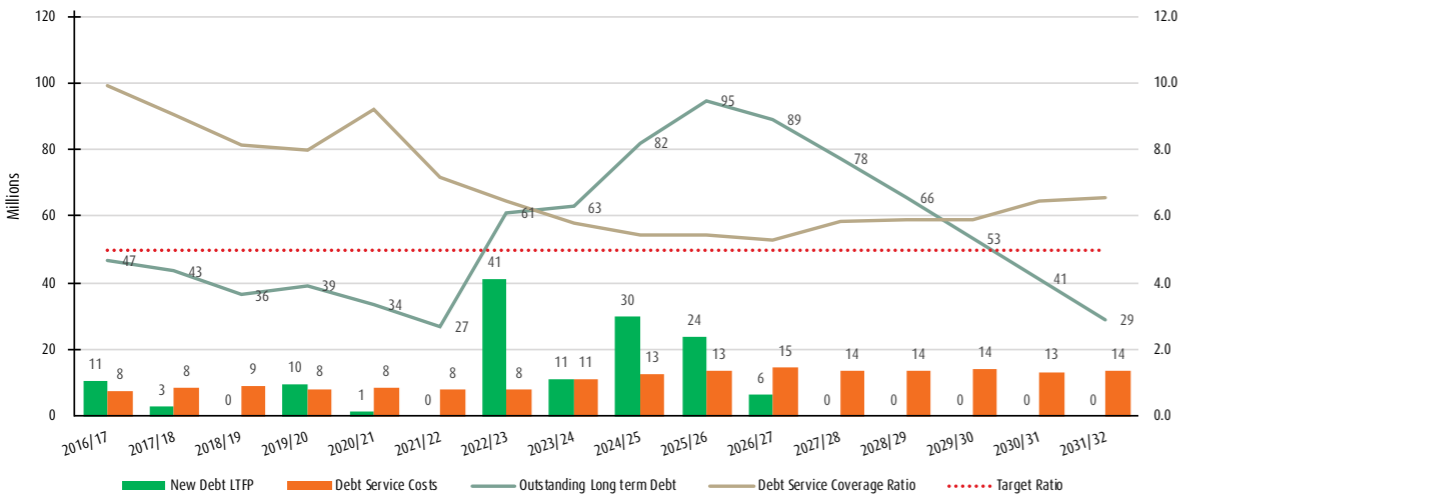


Debt Management

The use of long-term borrowings is strongly influenced by the competing needs of building new community assets, upgrading infrastructure, investment decisions, and funding urban growth corridor projects where insufficient funds are available to meet the capital outlays. This plan requires borrowings of \$112.4 million in the first 5 years of this plan. Of this \$112.4m some \$41.2m will be required in 2022/23 with \$32.7m for Stock Road and \$8.5m for Swan Active Midland. Borrowing for the Ellenbrook Leisure Centre is expected to commence in 2023/24.

At the time of preparing these estimates they exclude revenues and outlays associated with the Midland Oval Redevelopment Plan. These will be added following Council’s review of the project. Previous versions of the LTFP had included borrowings to advance this project.

New Debt and Long Term Debt Balance (Indexed values)



- The plan provides for borrowing for the following over the 10 year period:
- Ellenbrook Leisure Centre \$34.0m (2023/24 to 2025/26)
- Swan Active Midland \$16.9m (2022/23 to 2026/27)
- Stock Road \$33.2m (2022/23 to 2024/25)
- Marshall Road \$8.7m (2023/24 to 2026/27)
- Henley Brook Avenue \$14.4m (2023/24 to 2025/26)
- Other Roadworks \$5.2m (2022/23 to 2026/2027)

Whilst this plan has a greater emphasis on raising long-term borrowings to meet the capital demands of the City, it does not exceed the base borrowing threshold (factor of 2.0). This plan will see the City’s debt peak at \$94.1 million in 2025/26.

The need to finance major capital works in the early years of this plan sees a weakening of the City’s key performance indicator relating to debt. The ratio falls to 5.3 in 2025/26, with steady improvement through to 2031/32 arising from no planned borrowings. This ratio remains above the base industry benchmark of two.



Cash Reserves

Cash Reserves hold funds restricted for the purpose for which the Reserves have been established.

Aged Services Asset Replacement Reserve

Purpose - to fund the replacement of assets used for the provision of Aged Care services.

Funds are maintained by an annual transfer of unspent HACC capital and operating grants and a plant replacement component for plant used on Aged Care services.

Established in 2001/02.

Midland District Drainage Development Reserve

Purpose - to fund the renewal and upgrade of the stormwater drainage system in Koongamia, Bellevue, Midland, Woodbridge, Middle Swan, Viveash and Midvale.

Funds are collected by a Specified Area Rate matched by a 30c per \$1 contribution by the City, and Developer contributions as per Policy POL-C-040.

Established in 1982/83.

General Insurance Reserve

Purpose - to fund both general insurance claims against the City that are under the excess and the difference between standard workers compensation premium paid and the estimated maximum.

Funds - General Insurance contributions to the value of the difference between the standard premium payable and the actual premium paid.

Workers Compensation Insurance contributions to the value of the difference between the estimated maximum and the actual premium paid; varying dependent on the number of claims.

Established in 1991/92.

Gravel Pit Rehabilitation Reserve

Purpose - to fund the remediation of the existing quarry and to acquire land for future quarries.

Contributions are made to the value of gravel extracted from the quarry for use on the City’s works.

Plant and Equipment Reserve

Purpose - to fund motor vehicles, plant and equipment associated with the City’s works and services.

Funds are maintained by an allocation to the value of the plant replacement component on all City’s works and services.

Hazelmere/Guildford Drainage Reserve

Purpose - to fund the renewal and upgrade of the stormwater drainage system in Hazelmere and Guildford.

Funds are collected by a Specified Area Rate matched by a 30c per \$1 contribution by the City, and Developer contributions of \$68,729 per hectare as per Policies POL-C-062 and POL-C-096.

Established in 1982/83.

Waste Management Reserve

Purpose - to fund the operations and development of the City’s sanitation service, including capital acquisitions.

Funds are maintained by an annual allocation to the value of the net ‘surplus’ in the sanitation operations and a plant replacement component for plant used by Waste Management services.

Established in 1992/93.

Formed by amalgamation of the Sanitation Reserve and West Midland Rehabilitation.



City Asset Replacement Reserve

Purpose - to fund the renewal and replacement of City's infrastructure and capital assets.

Funds are maintained by an annual contribution equivalent to 3% of rate revenue.

The transfer to the reserves has resumed in this financial year (no transfers in 2020/21).

Established in 2006/07.

Ellenbrook Community Facilities Reserve

Purpose - to provide community facilities and services within the Ellenbrook Estate.

Contributions from the Ellenbrook Joint Venture matched 1:1 by City contributions.

Established in 1994/95.

Aveley Community Reserve

Purpose - to provide community facilities and services within Vale and the region.

Contributions from the Developers of Vale matched 1:1 by City contributions.

Established in 2005/06.

Employee Entitlements - LSL Reserve

Purpose - to fund Long Service Leave requirements.

Funds are maintained by an annual contribution equivalent to the Long Service Leave entitlements of the City's employees.

Urban Growth Corridor Sub-Regional Contributions

Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Swan Urban Growth Corridor, which comprises the Development Contribution Areas of Brabham, Caversham, Dayton and West Swan West.

Funded by Developers contributions. Established in 2010/11.

Bullsbrook Residential

Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Bullsbrook Residential Development Contribution Area.

Funded by Developers contributions. Established in 2019/20.

South Bullsbrook Industrial Reserves

Purpose - to fund land acquisition, construction of infrastructure and administration costs in the South Bullsbrook Industrial Development Contribution Area.

Funded by Developers contributions. Established in 2021/22.

Henley Brook

Purpose - to fund land acquisition, construction of infrastructure and administration costs in the Henley Brook Development Contribution Area.

Funded by Developers contributions. Established in 2021/22.

Ellenbrook Bridge - DCP

Purpose - to fund the construction of a bridge over the Ellen Brook (Ellenbrook Bridge) in the vicinity of Lot 9000 Railway Parade, Upper Swan.

Funded by Developers contributions. Established in 2013/14.

Strategic Development Reserve

Purpose - to fund the acquisition, construction and development of freehold properties for the purpose of the City's strategic development.

Funds are maintained by contributions from the City and the proceeds from asset sales at the Council's discretion.

Established in 2010/11.

Hazelmere Industrial Area Infrastructure Reserve - (2)

Purpose - to fund the renewal and upgrade of infrastructure in the Hazelmere Industrial Area.

Funds are maintained by a Specified Area Rate charged to properties in the area, matched by a \$3 to \$1 City's contribution.

Established in 2013/14.

Restricted Cash Reserve

Purpose - to hold the City's received restricted cash contributions; to fund works of the same purpose for which the contributions were given.

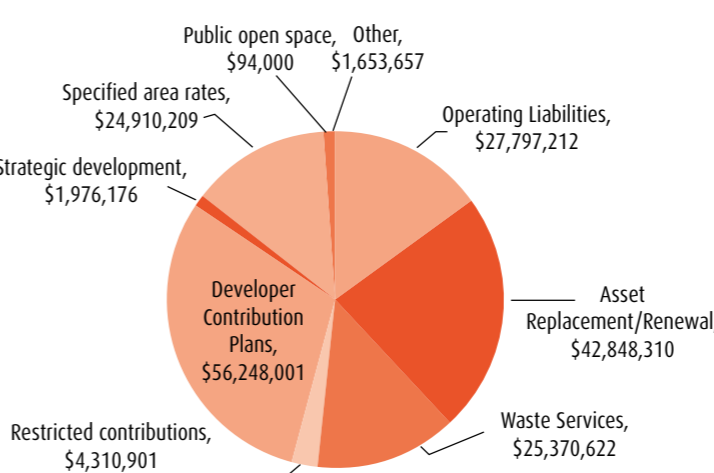
Funds are maintained by transfer of contributions. Established in 1994/95.



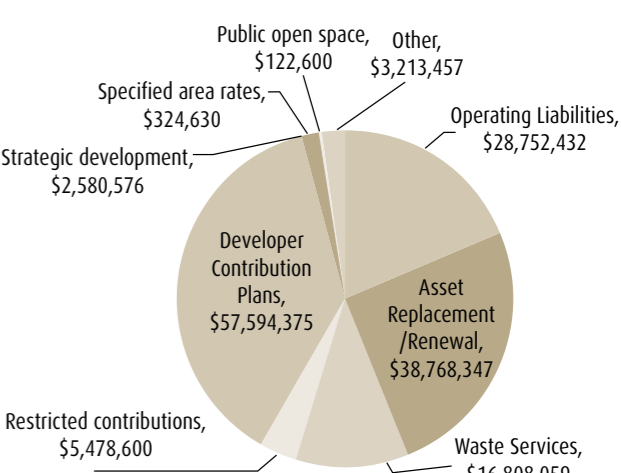
The accumulation of funds in reserve accounts over a 10-year period provides the City with capacity to meet community demands into the future.

Reserve Accounts – transfers and balances

Reserve Balances 2022/23



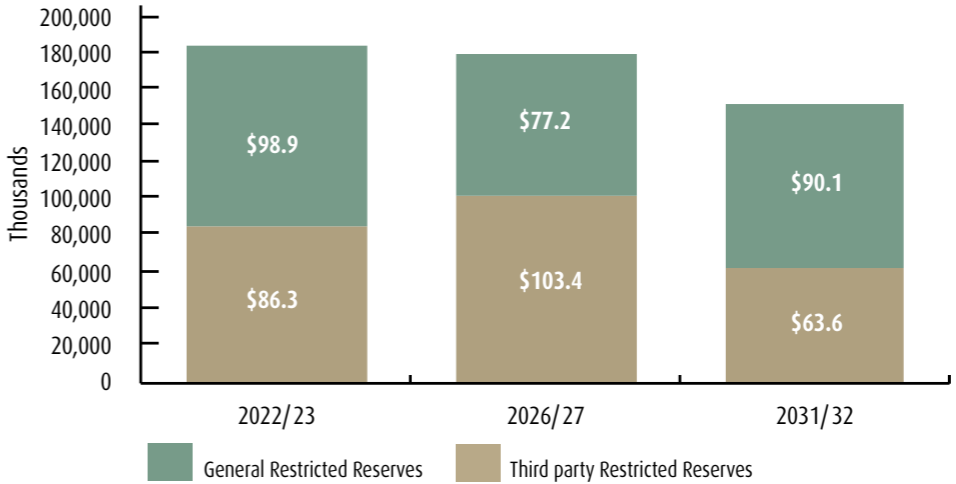
Reserve Balances 2031/32



A significant number of the reserves are restricted under DCP legislation and are not generally available for use. Currently, \$86.3m (47%) of all relate to reserves held which are restricted by third party conditions (eg DCP and Specified Area Rates).

This plan requires substantial use of general reserves in the initial five years to fund asset renewal programs.

At the end of the 10-year period the reserves are for the following purpose at five-year intervals:



Scenario Modelling

Scenario modelling has been undertaken to determine the level of flexibility in the LTFP to enable alternative considerations when meeting community expectations should variations occur in a range of factors or assumptions. Modelling has been undertaken on the basis of high growth population, base and low growth within the next five years.

Higher growth in the initial five years will generate a negative impact on the forecasts as the City’s capacity is utilised and the demand for additional services and facilities increase. The increased demand will place pressures on facilities and services to be upgraded and improved to meet the rapid population increases. This will manifest itself in operating and capital outlays.

On the other hand, a slower population growth will allow for a slower implementation of service and capital facilities to meet a relatively smaller population base within the financial resources of the City.

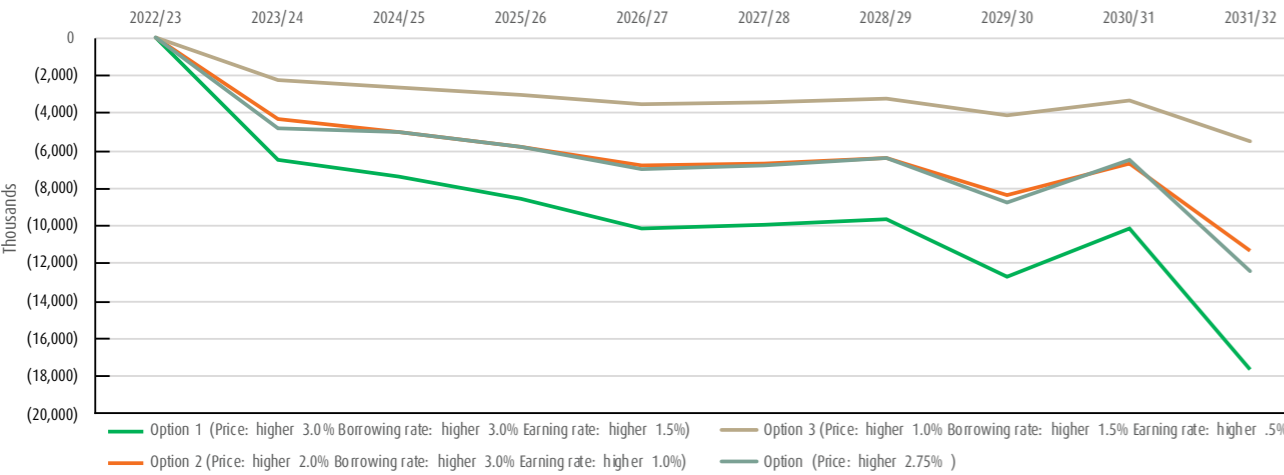
Sensitivity Analysis

Analysis of the plan outcomes have been modelled for changes to key price drivers such as CPI estimates, employee cost increments, interest rates, annual rate increases, etc. The following graph shows the impact of beneficial and negative changes compared to the current plan. The results are reflected in the overall impact on the surplus or deficit for each financial year.

Borrowing Costs – increases in financing costs of 2.0% will result in a negative impact of \$8.4m over the term of the plan. These costs are included in the repayments required to meet the debt obligations.

Consumer Price Index – CPI increases have been used based on the forecasts in the Federal Budget which is in the target range of 2% to 3% (2.5% applied). These estimates have a small negative impact on the overall result as many revenue streams use CPI as the determination of increases which offsets the downside on costs.

Sensitivity Analysis



The sensitivity analysis shows that the plan is sensitive to movements in borrowing costs. The current low inflation and interest rates means the impact of price and interest drivers is far greater when interest rates are increased, as opposed to reduced. These potential rapid upward movements create a financial risk to the City and the projects in this plan.

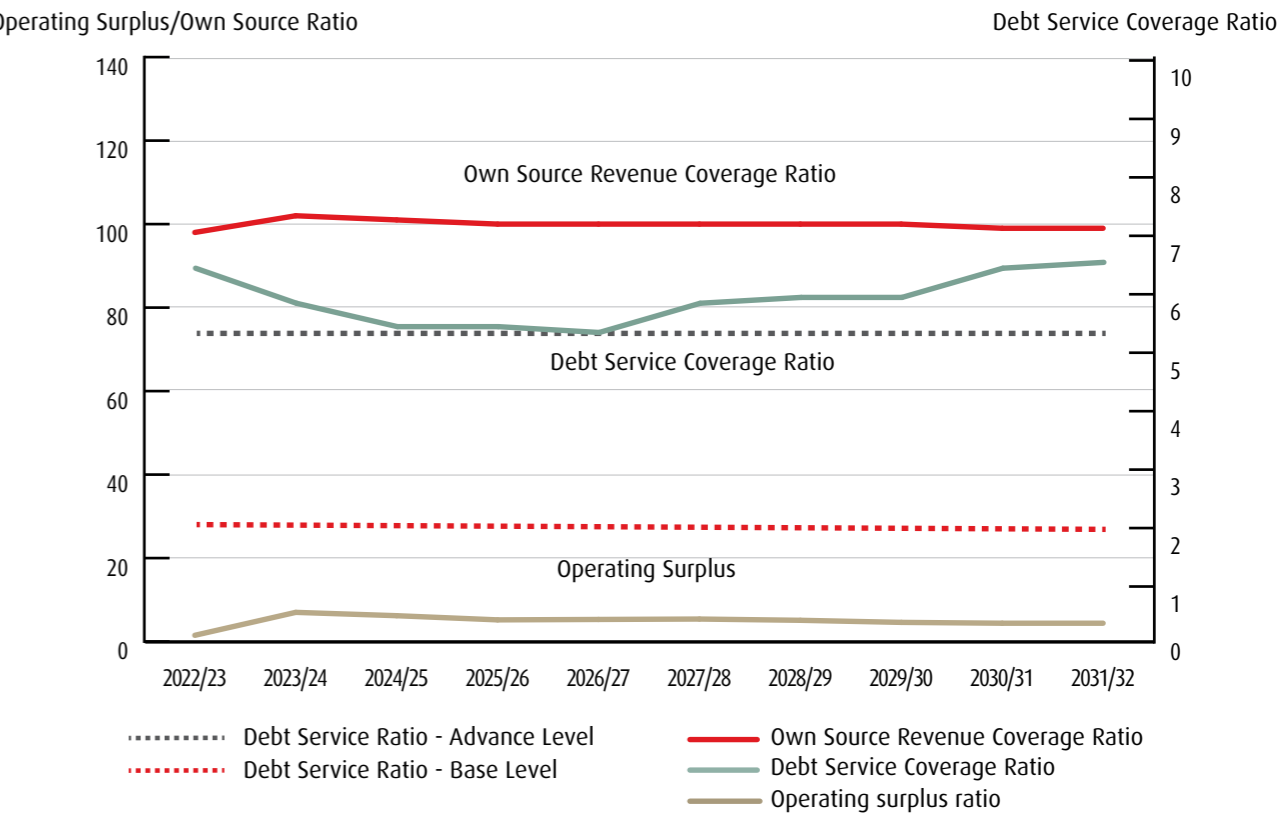
The potential increase in interest rates has a negative impact resulting from the high borrowing in the initial five year period in this plan, whilst price movements provide some financial relief in the years beyond five years, arising from a greater gain in operating revenues than a negative impact on operating expenses.

Measuring Sustainability

The financial sustainability of the City of Swan is measured by its ability to be financially viable whilst meeting community expectations. The table below depicts a range of indicators representing the projected outcomes over the next ten years. The population is predicted to grow by 20%, this increase is directly attributable to the additional rateable properties being built in fast-growing suburbs and explains a large part of the increase in general rate revenue. The City will slowly increase the services provided and service levels to meet community expectations.

Material financial risk exists with uncertainty on the economic environment arising from COVID-19, and the reliance on the funding from State and Federal governments to facilitate the outlays in the capital works program. With the difficult financial position of this time for these levels of government, the likelihood of these bodies reducing grants is high. This will facilitate a complete review of the size and scope of the capital works program proposed to be undertaken in this plan. As discussed in the previous section, additional risks are forthcoming with price and construction costs rising above the provisions outlaid in this plan.

The impact of borrowings in this plan will have a slight negative impact on the operating results as interest expenses rise to meet the new loan raisings. In addition, substantial pressures are placed on the operating expenses to manage new and gifted facilities forecast in this plan.





Summary

The City of Swan Long Term Financial Plan (LTFP) is a planning tool that has been developed to map and maintain the financial sustainability of the City into the future. It is a mechanism in determining financial projections for the period 2022/23 to 2031/32.

The LTFP has been prepared based on a number of objectives and assumptions that are outlined in this document. Strategies, priorities, issues, and risks are all dynamic influences in relation to any planning and as such the LTFP is reviewed and adjusted annually to reflect material changes.

The world at large has been challenged by the Coronavirus pandemic since its outbreak in March 2020. Western Australia's economy recovered strongly from the initial impacts of the virus due to the implementation of short and sharp lockdowns by the State Government, enabling a quick return to levels of activity that now exceed pre-COVID levels. However, the highly infectious Omicron variant, and elimination of travel restrictions have resulted in a surge of COVID-19 infections in WA. While most countries have eliminated restrictions completely and are now living life as normal with COVID-19 in their communities, WA is for the first time coming to terms with an increase in number of cases. COVID-19 still remains a threat and the social and economic impacts of COVID-19 will be felt for a long time.

This plan is set against economic uncertainty and will be reviewed every twelve months to reflect the prevailing economic conditions and changing community demands placed on the City.

Consideration has been given to the economic drivers that will influence the future cost of providing infrastructure, facilities and services for the period 2022/23 to 2031/32. The values disclosed in this plan represent estimated future prices and costs.

The City of Swan is challenged by growing community demands and expectations and recognises the importance of growth, prosperity, sustainability and lifestyle. It is committed to effective governance, providing infrastructure and services with input from all user groups within the City.

The long-term financial estimates are an integral part of Council's strategic planning process, informing the Corporate Business Plan which activates Strategic Community Plan priorities. It indicates the City's long-term financial sustainability, allows early identification of financial issues and their longer-term impacts.

The purpose of the LTFP is to present a financial analysis of all strategic objectives and goals set out in the integrated planning framework documents over a ten-year period. It is an integral part of Council's strategic planning process and is aligned to other core planning documents, including the Strategic Community Plan (2021 to 2031) and the City's Corporate Business Plan (2022/23).

Information contained in other strategic plans including the Asset Management and Workforce Plans have informed the LTFP which is the basis for the preparation of the City's Annual Budget.

Financial and social indicators are inherent to predicting future values; these include the impact of the Coronavirus pandemic, consumer price index, interest rates, employment levels, population growth and demographic trends. The LTFP analyses financial trends over a ten-year period on a range of assumptions and provides the City with information to assess resourcing requirements to achieve its strategic objectives and to assist the City to ensure long term financial sustainability.



This plan addresses the operating and capital needs placed on the City over the next 10 years. It also shows the linkages between specific plans and strategies and enhances the transparency and accountability of the City to the community. Whilst this plan has a greater emphasis on raising long-term borrowings to meet the capital demands of the City, it does not exceed the borrowing thresholds applied to the local government industry.

This plan is sensitive to movements on price and borrowing interest rates. Increasing inflation and interest rates means the impact of price and interest drivers is far greater on upward movements, as opposed to reductions. These potential rapid upward movements create a financial risk to the City and the projects in this plan. These estimates have an adverse impact arising from price movements however, the impact of the overall position is negated as many revenue streams use CPI as the determination of increases which offsets the downside on costs.

The plan shows a balanced budget for each financial year, shown in Statement of Financial Activity (page 17). The net operating result, shown in the Statement of Comprehensive Income (page 14), shows an increase in 2023/24 arising from increased operating grants (FAG's). A declining result after 2024/25, arising from increased rate revenues against rising costs in delivering the City's amenities and services and an increased depreciation charge year on year due to new acquisitions, mainly in gifted assets.

This plan represents a financial solution to meeting the competing demands of services and facilities to the community. There are numerous ways in which the City can achieve its objectives. This plan balances the funding needs of renewal and new infrastructure assets, existing services against rating expectations, reasonable fees, debt leverage and the use of accumulated funds held in reserve accounts. This plan provides for an ambitious capital works program of \$1.3b (indexed) over the 10-year period, which will require substantial leverage (borrowings) in order to deliver its proposed outcome.

The plan will be continuously reviewed to reflect the prevailing economic conditions and evolving community demands. Consideration has been given to the economic drivers that will influence future costs of providing facilities and services. The values disclosed in the plan represent estimated future prices and costs. The plan addresses the City's operating and capital requirements from 2022/23 to 2031/32.

The key financial objectives in the plan are:

- achieving operating surpluses
- continuous improvement in financial position
- maintaining a positive unrestricted cash flow
- development of alternative revenue streams
- maintaining and improving service levels
- adequately fund asset renewal/replacement requirements
- maintaining a fair and equitable rating structure.

Exclusions

There are projects and facilities that are not sufficiently detailed at this stage and therefore are not included in this plan. They will be incorporated into future plans once transparency around timing, revenue, expenditure and capital is known.

Risk Management

The impact on the economy arising from COVID-19 are extremely difficult to forecast. At the time of compiling this report the world is seeing the economic consequences of this pandemic. Australia has not experienced a “second wave”, the State maintains closed borders, and the “recovery” of the local economy is an unknown factor. A second wave of community infection and the possibility of another lockdown will have a dramatic impact on these forward estimates.

The City’s activities are subject to a variety of risks that have been considered in preparing the LTFP. Users of this information should be aware that there are inherent risks associated with the outcomes reported, as circumstances (i.e., change in legislative requirements) may bring about changes that could materially affect the outcome and projected results of the Plan.

Asset Management Plans identify assets that are critical to the City’s operations and outline specific risk management strategies (POL-C-067 – Risk Management) for these assets. For specific projects, the ability to accurately quantify the financial risks over a long period is hampered by uncertainties surrounding the availability of funding such as grants and contributions from State and Federal governments.

The City spans a large geographical area with diverse economic and cultural priorities, which has the potential to pose conflicting implications to the planning process. A key element of the financial strategy is to minimise the financial burden placed on ratepayers whilst also maintaining tight control of costs so as to achieve zero deficit year on year.

This plan is set against economic uncertainty and will be reviewed every 12 months to reflect the prevailing economic conditions and changing community demands placed on the City. Consideration has been given to the economic drivers that will influence the future cost of providing infrastructure, facilities and services for the period 2021/22 to 2030/31. The values disclosed in this plan represent estimated future prices and costs.

This plan represents a financial solution to meeting the competing demands of services and facilities to the community. There are numerous ways in which the City can achieve its objectives.

This plan balances the funding needs of renewal and new infrastructure assets, existing services against rating expectations, reasonable fees, debt leverage and the use of accumulated funds held in reserve accounts. This plan provides for an ambitious capital works program of \$1.3b (indexed) over the 10- year period, which will require substantial leverage (borrowings) in order to deliver its proposed outcome.

Whilst this plan has a greater emphasis on raising long-term borrowings to meet the capital demands of the City, it does not exceed the borrowing thresholds applied to the local government industry.

A significant number of the City’s cash backed reserves are restricted under DCP legislation and are not available for general use. This plan requires substantial use of accumulated reserves in the initial five years.

This plan is sensitive to movements on borrowing interest rates. The current low inflation and interest rates means the impact of price and interest drivers is far greater on upward movements, as opposed to reductions. These potential rapid upward movements create a financial risk to the City and the projects in this plan. These estimates have a small negative impact arising from prices movements however, the impact of the overall position is negated as many revenue streams use CPI as the determination of increases which offsets the downside on costs. It is considered that price movements will be less volatile than interest rates.

The potential increase in interest rates has a substantial negative impact upon the high borrowing in the initial five-year period in this plan, whilst price movements provide some financial relief in the years beyond five years, arising from a greater gain in operating revenues than a negative impact on operating expenses.

Implementation and Review of the Long-Term Financial Plan

The Council considered the content of the LTFP when preparing the Annual Budget for 2021/22 and will for subsequent years. It is expected that the adopted Annual Budget will be closely aligned with the proposals in the LTFP and assumptions underpinning this. A review of the LTFP will occur each year as the Annual Budget is prepared to account for performance information and changing circumstances.

The Council is confident that the LTFP will allow the City to set priorities within its resourcing capabilities to sustainably deliver the assets and services required by the community.

Attachments and supporting documents

Attachment 1 - Glossary

Annual operating surplus before interest and depreciation means operating revenue minus net operating expense.¹

AAS - Australian Accounting Standards.

AASB - Australian Accounting Standards Board.

ABS - Australian Bureau of Statistics.

Asset consumption ratio means the ratio determined as follows — depreciated replacement cost of assets divided by current replacement cost of depreciable assets.¹

AMP - Asset Management Plan.

Asset renewal funding ratio means the ratio determined as follows — NPV of planned capital renewals over 10 years divided by NPV of required capital expenditure over 10 years.¹

Asset sustainability ratio means the ratio determined as follows — capital renewal and replacement expenditure divided by depreciation expense.¹

Building construction index - Building construction for WA (411) ABS Publication 6427.0 Producer Price Indexes, Australia.

Capital Grants/Contributions - Payments made to, or “revenues” received for the specified purpose of acquiring, constructing non-current assets. These can be provided by way of grants from governments or contributions from the private sector.

Capital renewal and replacement expenditure means expenditure to renew or replace existing assets.¹

SCP Strategic Community Plan.

CPI A – Australia - Consumer Price Index for All Capital Cities in ABS Publication - Cat No 6401.0.

CPI P – Perth - Consumer Price Index for Perth in ABS Publication - Catalogue No 6401.0 Current assets means the total current assets as shown in the balance sheet; 1 Current liabilities means the total current liabilities as shown in the balance sheet.¹

Current ratio means the ratio determined as follows — current assets minus restricted assets divided by current liabilities minus liabilities associated with restricted assets.¹

Current replacement cost of depreciable assets means the cost of replacing assets at current prices.¹

Debt service cover ratio means the ratio determined as follows —

$$\frac{\text{annual operating surplus before interest and depreciation principal interest.}}{\text{principal and interest}}$$

Depreciable assets has the meaning given in the AAS.¹

Depreciable amount is the cost of an asset, or other amount substituted for cost, less its residual value. Accounting Standard AASB 116 Property, Plant and Equipment.

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. The depreciation method used shall reflect the pattern in which the asset’s future economic benefits are expected to be consumed by the entity.

Accounting Standard AASB 116.60 Property, Plant and Equipment.

Depreciated replacement cost of assets has the meaning given in the AAS.¹

Depreciation expense has the meaning given in the AAS.¹

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm’s length transaction.

Accounting Standard AASB 116 Property, Plant and Equipment.

General Funds - As defined in Section 6.21 of the Local Government Act 1995 means the revenue or income from

- general rates;
- Government grants which were not given to the local government for a specific purpose; and
- such other sources as are prescribed.

General purpose financial statements (referred to as ‘financial statements’) are those intended to meet the needs of users who are not in a position to require an entity to prepare reports tailored to their particular information needs.

Accounting Standard AASB 101 Presentation of Financial Statements.

Gross Domestic Product (GDP) - Economic trend series as shown in the Australian Bureau of Statistics Publication 5206.0 - Australian National Accounts: National Income, Expenditure and Product.

Gross state product (GSP) - Table 1. Gross State Product, Chain volume measures and current prices.

Income Statement - General purpose Financial Statements prepared in accordance with the Australian equivalents to International Financial Reporting Standards, issued by the Australian Accounting Standards Board. Previously referred to as the Statement of Financial Performance, Operating Statement or Profit and Loss Statement.

LG - Local Government.

LGCI Western Australian Local Government Cost Index.

LTFP - Long Term Financial Plan.

Liabilities associated with restricted assets means the lesser value of a current liability or the cash component of restricted assets held to fund that liability.¹

Net interest expense means interest expense less interest received from self-supporting loan.¹

Net operating expense means operating expense excluding net interest expense and depreciation expense.¹

NPV means net present value.¹

Operating expense means the expense that is operating expense for the purposes of the AAS, including net interest expense and depreciation expense.¹

Operating revenue means the revenue that is operating revenue for the purposes of the AAS, excluding —

- grants for the development or acquisition of assets; and
- contributions for the development or acquisition of assets; and
- other comprehensive income¹.

Operating surplus ratio means the ratio determined as follows —

operating revenue minus operating expense own source operating revenue.¹

Other comprehensive income has the meaning given in the AAS.¹

Other comprehensive income comprises items of income and expense (including reclassification adjustments) that is not recognised in profit or loss as required or permitted by other Australian Accounting Standards. Accounting Standard AASB 1017 Presentation of Financial Statements.

The components of other comprehensive income include:

- changes in revaluation surplus (see AASB 116 Property, Plant and Equipment and AASB 138 Intangible Assets);
- actuarial gains and losses on defined benefit plans recognised in accordance with paragraph 93A of AASB 119 Employee Benefits;
- gains and losses arising from translating the Financial Statements of a foreign operation (see AASB 121 The Effects of Changes in Foreign Exchange Rates);
- gains and losses on remeasuring available-for-sale financial assets (see AASB 139 Financial Instruments: Recognition and Measurement); and
- the effective portion of gains and losses on hedging instruments in a cash flow hedge (see AASB 139).

Own source operating revenue means revenue from rates and service charges, fees and user charges, reimbursements and recoveries, interest income and profit on disposal of assets.¹

Own source revenue coverage ratio means the ratio determined as follows — own source operating revenue operating expense.¹

Planned capital renewals means capital renewal and replacement expenditure as estimated in the long-term financial plan.¹

Principal and interest means all principal and interest expenses for borrowings under section 6.201.

Required capital expenditure means capital renewal and replacement expenditure as estimated in the asset management plan.¹

Road/bridge construction index - Road and bridge construction index for WA. (4121) ABS Publication 6427.0 Producer Price Indexes, Australia.

Self-supporting loans means money borrowed for a work or undertaking in respect to which persons or organisations are required to repay all or part of the principal or interest.¹

UCL - Unallocated Crown Land.

WALGA - Western Australian Local Government Association.

WALGGC - Western Australian Local Government Grants Commission.

Attachment 2 – Informing Documents And Policies

Integrated Planning Framework Documents

- Strategic Community Plan
- Corporate Business Plan
- Long Term Financial Plan
- Asset Management Plans
- Annual Budget
- Workforce Plan

Policies

Community Services

- POL-C-153 - Community Engagement (Adopted OCM 07/06/2017)
- POL-C-010 – Disability Access (Adopted OCM 10/09/2014)

Planning and Development

- POL-TP-122 - Building and Development Standards - General (Adopted OCM 10/09/2014)
- POL-TP-123 - Building and Development Standards - Midland Strategic Centre (Adopted OCM 10/09/2014)
- POL-TP-124 - Building and Development Standards - Industrial Zones (Adopted OCM 17/03/2021)
- POL-TP-125 - Building and Development Standards - Commercial Zones (Adopted OCM 17/03/2021)
- POL-TP-126 - Building and Development Standards - Rural Zones (Adopted OCM 17/03/2021)
- POL-TP-127 - Building and Development Standards - Other Zones (Adopted OCM 17/03/2021)
- POL-TP-128 - Building and Development Standards - Residential Zones (Adopted OCM 17/03/2021)
- POL-TP-129 - Building and Development Standards - Vehicle Parking (Adopted OCM 17/03/2021)

Parks, Community Facilities and Public Open Space

- POL-C-028 - Swan Community Funding Scheme (Adopted OCM 15/12/2020)
- POL-C-040 - Midland District Drainage Development Reserve Fund (Adopted OCM 12/02/2020)
- POL-C-062 - Hazelmere (Residential Areas) Drainage Improvement Fund (Adopted OCM 12/02/2020)
- POL-C-067 - Risk Management and Framework (Adopted OCM 13/11/2019)
- POL-C-083 - Commercial Centres Strategy (Adopted OCM 14/03/2018)
- POL-C-084 - Sustainable Environment (Adopted OCM 12/04/2017)
- POL-C-087 - Gidgegannup Rural Strategy (Adopted OCM 10/09/2014)
- POL-C-088 - Subdivider Contributions - Henley Brook and Millhouse Road (Adopted OCM 12/02/2020)
- POL-C-096 - Guildford and South Guildford District Drainage Fund (Adopted OCM 17/01/2018)
- POL-C-100 - Asset Management (Adopted OCM 18/11/2020)
- POL-C-102 - Urban Growth (Adopted OCM 10/09/2014)
- POL-C-104 - Environmental Planning (Adopted OCM 14/03/2018)
- POL-C-106 - Guildford Conservation Precincts (Adopted OCM 10/09/2014)
- POL-C-108 - Building Facilities Management (Adopted OCM 16/12/2016)
- POL-C-111 - Woodbridge Conservation Precincts (Adopted OCM 10/09/2014)
- POL-C-112 - Public Open Space - Residential Areas (Adopted OCM 10/09/2014)
- POL-C-142 - Public Art (Adopted OCM 29/07/2020)
- POL-C-147 – Sports Floodlighting (Adopted OCM 28/08/2019)
- POL-C-157 – Commercialisation (Adopted OCM 07/09/2016)
- POL-C-158 – Closed Circuit TV and Video Surveillance Devices Management (Adopted OCM 18/11/2020)
- POL-M-155 – Asset Accounting (Adopted 24/09/2015)
- POL-LP-1.10 Provision of Public Art (Adopted OCM – 05/06/2019)
- POL-LP-1-12 Public Open Space and Community Buildings (Adopted OCM – 14/02/2018)

References: 1 Local Government (Financial Management) Regulations. 1996.



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