



**CITY OF
PERTH**

Long Term Financial Plan

2023/24 - 2032/33





Strategic Financial Projections - Statement of Financial Activity

Financial
Statement FS1

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Revenue from Operating Activities | | | | | | | | | | | | |
| Rates | N01 | 103,806,638 | 107,990,258 | 113,666,306 | 118,786,854 | 122,025,808 | 127,286,288 | 132,408,993 | 136,388,195 | 140,456,929 | 143,968,353 | 1,246,784,622 |
| Parking Revenues | N02 | 74,275,326 | 75,393,170 | 75,543,956 | 75,921,676 | 76,301,284 | 77,064,297 | 77,834,940 | 78,613,289 | 79,006,356 | 79,401,388 | 769,355,681 |
| Fees & Charges | N03 | 13,339,038 | 13,605,819 | 13,877,936 | 14,162,959 | 14,481,625 | 14,807,462 | 15,140,630 | 15,481,294 | 15,829,623 | 16,185,790 | 146,912,177 |
| Operating Grant / Contributions | N04 | 2,827,255 | 2,191,164 | 2,205,281 | 2,219,610 | 2,234,155 | 2,248,917 | 2,263,901 | 2,279,109 | 2,294,546 | 2,060,214 | 22,824,152 |
| Interest Revenue | N05 | 8,500,866 | 8,141,862 | 7,847,243 | 7,478,975 | 7,523,483 | 6,494,536 | 6,576,869 | 6,649,387 | 6,673,232 | 6,578,484 | 72,464,937 |
| Fines & Associated Costs | N05 | 7,081,869 | 7,188,097 | 7,295,918 | 7,405,357 | 7,516,438 | 7,629,184 | 7,743,622 | 7,859,776 | 7,977,673 | 8,097,338 | 75,795,273 |
| Rental & Hire | N07 | 5,015,965 | 5,116,284 | 5,218,610 | 5,322,982 | 5,442,749 | 5,565,211 | 5,718,254 | 5,846,915 | 5,978,470 | 6,112,986 | 55,338,424 |
| Place Making Levy - EQ Precinct | N20 | - | - | 1,333,751 | 1,802,106 | 1,830,939 | 1,860,234 | 1,889,998 | 1,920,238 | 1,950,962 | 1,982,177 | 14,570,406 |
| Profit on Disposal of Assets | N09 | 293,288 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,543,288 |
| Other Revenues | N08 | 1,906,708 | 2,067,243 | 2,146,042 | 2,188,963 | 2,238,214 | 2,288,574 | 2,340,067 | 2,392,719 | 2,446,555 | 2,501,602 | 22,516,687 |
| Sub Total - Revenue Excluding Rates | | 217,046,953 | 221,943,896 | 229,385,042 | 235,539,481 | 239,844,696 | 245,494,703 | 252,167,274 | 257,680,923 | 262,864,346 | 267,138,331 | 2,429,105,646 |
| Expenditure from Operating Activities | | | | | | | | | | | | |
| Employee Costs | N10 | (85,607,168) | (88,965,810) | (93,141,524) | (96,867,185) | (99,773,201) | (102,766,397) | (105,592,473) | (108,496,266) | (111,479,913) | (114,545,611) | (1,007,235,549) |
| Material & Contracts - Inc Programs | N11 | (61,041,233) | (59,077,107) | (58,404,649) | (59,997,742) | (61,657,816) | (62,338,367) | (62,589,855) | (63,662,752) | (64,657,539) | (65,674,709) | (619,101,771) |
| Utilities - Power & Water | N12 | (3,797,162) | (3,892,091) | (3,989,394) | (4,089,128) | (4,201,579) | (4,317,123) | (4,435,844) | (4,557,829) | (4,683,170) | (4,811,957) | (42,775,277) |
| Insurance | N13 | (1,535,396) | (1,573,781) | (1,613,125) | (1,653,454) | (1,698,924) | (1,745,644) | (1,793,649) | (1,842,975) | (1,893,656) | (1,945,732) | (17,296,336) |
| Finance Costs | N14 | (115,143) | (111,441) | (107,630) | (103,705) | (323,911) | (516,434) | (473,992) | (429,665) | (384,611) | (337,531) | (2,904,065) |
| Other Expenses | N15 | (3,774,874) | (3,850,372) | (4,287,005) | (4,365,745) | (4,456,099) | (4,548,486) | (4,642,952) | (4,739,544) | (4,488,309) | (4,589,296) | (43,742,682) |
| Depreciation | N16 | (36,220,955) | (38,050,331) | (37,981,351) | (38,927,190) | (39,740,467) | (40,562,146) | (40,919,349) | (41,395,479) | (41,985,182) | (42,705,849) | (398,488,299) |
| Amortisation - Right to Use Assets | N32 | (291,743) | (299,059) | (306,558) | (314,244) | (322,123) | (330,200) | (141,153) | (144,451) | (147,852) | (95,492) | (2,392,875) |
| Loss on Disposal of Assets | N17 | (1,275,280) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (12,075,280) |
| Parking Levy | N18 | (18,352,533) | (18,536,058) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (185,918,497) |
| Maintenance & Activation - EQ Precinct | N21 | - | - | (3,228,751) | (3,293,326) | (3,367,426) | (3,443,193) | (3,520,665) | (3,599,880) | (3,671,878) | (3,754,495) | (27,879,615) |
| Adjustment to Service Levels | N22 | - | (700,000) | (680,000) | (250,000) | (750,000) | (750,000) | (250,000) | (750,000) | (750,000) | (750,000) | (5,630,000) |
| Sub Total - Operating Expenditure | | (212,011,487) | (216,256,049) | (223,568,726) | (229,690,459) | (236,120,285) | (241,146,729) | (244,188,672) | (249,447,580) | (253,970,849) | (259,039,410) | (2,365,440,246) |
| Non Cash Items | | | | | | | | | | | | |
| Non Cash Items Excluded | N23 | 37,494,690 | 39,299,389 | 39,237,909 | 40,191,435 | 41,012,590 | 41,842,346 | 42,010,502 | 42,489,930 | 43,083,034 | 43,751,341 | 410,413,166 |
| Sub Total - Non Cash Items Excluded | | 37,494,690 | 39,299,389 | 39,237,909 | 40,191,435 | 41,012,590 | 41,842,346 | 42,010,502 | 42,489,930 | 43,083,034 | 43,751,341 | 410,413,166 |
| Amount attributable to Operating Activities | | 42,530,156 | 44,987,236 | 45,054,225 | 46,040,457 | 44,737,001 | 46,190,320 | 49,989,104 | 50,723,273 | 51,976,531 | 51,850,263 | 474,078,566 |
| Investing Activities | | | | | | | | | | | | |
| Inflows fom Investing Activities | | | | | | | | | | | | |
| Grants for Acquisition of Assets | SS4 | 4,205,698 | 1,150,000 | 2,065,000 | 1,475,000 | 2,850,000 | 2,900,000 | 2,425,000 | 2,575,000 | 2,725,000 | 2,900,000 | 25,270,698 |
| Non Operating Contributions | SS4 | 7,886,000 | 10,153,000 | 3,275,000 | 1,325,000 | - | - | - | - | - | - | 22,639,000 |
| Proceeds on Disposal of Assets | N26 | 824,316 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 7,574,316 |
| Sub Total | | 12,916,014 | 12,053,000 | 6,090,000 | 3,550,000 | 3,600,000 | 3,650,000 | 3,175,000 | 3,325,000 | 3,475,000 | 3,650,000 | 55,484,014 |
| Outflows fom Investing Activities | | | | | | | | | | | | |
| Asset Renewal - Infrastructure | SS4 | (12,362,800) | (13,099,400) | (12,691,200) | (13,634,750) | (15,810,500) | (13,505,500) | (15,536,100) | (16,417,700) | (16,047,700) | (15,800,000) | (144,905,650) |
| Asset Renewal - Non Infrastructure | SS4 | (23,690,500) | (12,164,750) | (16,199,000) | (13,550,000) | (14,110,850) | (12,220,000) | (12,030,000) | (12,500,000) | (14,782,750) | (15,800,000) | (147,047,850) |
| Major New / Upgrade Capital Projects | SS4 | (14,346,000) | (30,433,000) | (28,255,000) | (29,165,000) | (25,150,000) | (30,800,000) | (20,100,000) | (20,350,000) | (22,850,000) | (24,000,000) | (245,449,000) |
| Discretionary Capital Expenditure | SS4 | (7,669,000) | (1,802,850) | (1,854,800) | (2,650,250) | (1,928,650) | (1,474,500) | (833,900) | (2,232,300) | (819,550) | (2,400,000) | (23,665,800) |
| WACA Aquatic Facility Contribution | N24 | (13,750,000) | (11,250,000) | - | - | - | - | - | - | - | - | (25,000,000) |
| PCH Contribution | N25 | (4,000,000) | - | - | - | - | - | - | - | - | - | (4,000,000) |
| Sub Total | | (75,818,300) | (68,750,000) | (59,000,000) | (59,000,000) | (57,000,000) | (58,000,000) | (48,500,000) | (51,500,000) | (54,500,000) | (58,000,000) | (590,068,300) |



Strategic Financial Projections - Statement of Financial Activity

Financial
Statement FS1

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------|
| Amount attributable to Investing Activities | | (62,902,286) | (56,697,000) | (52,910,000) | (55,450,000) | (53,400,000) | (54,350,000) | (45,325,000) | (48,175,000) | (51,025,000) | (54,350,000) | (534,584,286) |
| Financing Activities | | | | | | | | | | | | |
| Inflows fom Financing Activities | | | | | | | | | | | | |
| Transfers from Reserves | SS2 | 53,664,565 | 38,286,058 | 40,978,738 | 38,478,738 | 29,478,738 | 39,478,738 | 24,478,738 | 27,478,738 | 28,128,738 | 31,128,738 | 351,580,529 |
| Proceeds of New Loans | SS3 | - | - | - | - | 10,000,000 | - | - | - | - | - | 10,000,000 |
| Sub Total | | 53,664,565 | 38,286,058 | 40,978,738 | 38,478,738 | 39,478,738 | 39,478,738 | 24,478,738 | 27,478,738 | 28,128,738 | 31,128,738 | 361,580,529 |
| Outflows fom Financing Activities | | | | | | | | | | | | |
| Transfers to Reserves | SS2 | (43,440,489) | (26,865,482) | (31,245,634) | (28,880,926) | (30,936,312) | (30,706,387) | (27,819,354) | (28,866,276) | (27,857,090) | (27,742,582) | (304,360,532) |
| Repayment of Borrowings | SS3 | - | - | - | - | (400,304) | (828,170) | (866,328) | (906,244) | (948,000) | (991,679) | (4,940,724) |
| Payment for Principal Portion of Leases | N31 | (284,605) | (291,743) | (299,059) | (306,558) | (314,244) | (322,123) | (330,200) | (141,153) | (144,451) | (147,852) | (2,581,988) |
| Sub Total | | (43,725,094) | (27,157,225) | (31,544,692) | (29,187,483) | (31,650,860) | (31,856,680) | (29,015,882) | (29,913,673) | (28,949,541) | (28,882,113) | (311,883,244) |
| Amount attributable to Financing Activities | | 9,939,471 | 11,128,833 | 9,434,046 | 9,291,255 | 7,827,878 | 7,622,059 | (4,537,144) | (2,434,935) | (820,803) | 2,246,625 | 49,697,285 |
| Movement in Surplus or (Deficit) | | | | | | | | | | | | |
| Surplus (Deficit) at Start of Year | N28 | 14,537,985 | 4,105,326 | 3,524,395 | 5,102,666 | 4,984,378 | 4,149,257 | 3,611,635 | 3,738,596 | 3,851,934 | 3,982,662 | 14,537,985 |
| Amount attributable to Operating Activities | | 42,530,156 | 44,987,236 | 45,054,225 | 46,040,457 | 44,737,001 | 46,190,320 | 49,989,104 | 50,723,273 | 51,976,531 | 51,850,263 | 474,078,566 |
| Amount attributable to Investing Activities | | (62,902,286) | (56,697,000) | (52,910,000) | (55,450,000) | (53,400,000) | (54,350,000) | (45,325,000) | (48,175,000) | (51,025,000) | (54,350,000) | (534,584,286) |
| Amount attributable to Financing Activities | | 9,939,471 | 11,128,833 | 9,434,046 | 9,291,255 | 7,827,878 | 7,622,059 | (4,537,144) | (2,434,935) | (820,803) | 2,246,625 | 49,697,285 |
| Surplus (Deficit) after Imposition of Rates | N29 | 4,105,326 | 3,524,395 | 5,102,666 | 4,984,378 | 4,149,257 | 3,611,635 | 3,738,596 | 3,851,934 | 3,982,662 | 3,729,550 | 3,729,550 |



Strategic Financial Projections - Income Statement

Financial
Statement FS2

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Operating Revenues Category | | | | | | | | | | | | |
| Rates - Net of Concessions | N01 | 103,806,638 | 107,990,258 | 113,666,306 | 118,786,854 | 122,025,808 | 127,286,288 | 132,408,993 | 136,388,195 | 140,456,929 | 143,968,353 | 1,246,784,622 |
| Parking Revenues | N02 | 74,275,326 | 75,393,170 | 75,543,956 | 75,921,676 | 76,301,284 | 77,064,297 | 77,834,940 | 78,613,289 | 79,006,356 | 79,401,388 | 769,355,681 |
| Fees & Charges - Waste | N03 | 10,469,150 | 10,678,533 | 10,892,104 | 11,109,946 | 11,359,920 | 11,615,518 | 11,876,867 | 12,144,096 | 12,417,339 | 12,696,729 | 115,260,200 |
| Fees & Charges - Other | N03 | 2,869,888 | 2,927,286 | 2,985,832 | 3,053,013 | 3,121,706 | 3,191,944 | 3,263,763 | 3,337,198 | 3,412,285 | 3,489,061 | 31,651,977 |
| Operating Grant / Contributions - Services | N04 | 927,255 | 941,164 | 955,281 | 969,610 | 984,155 | 998,917 | 1,013,901 | 1,029,109 | 1,044,546 | 1,060,214 | 9,924,152 |
| Operating Grant / Contributions - Projects | N04 | 1,900,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 | 1,000,000 | 12,900,000 |
| Interest Revenue | N05 | 8,500,866 | 8,141,862 | 7,847,243 | 7,478,975 | 7,523,483 | 6,494,536 | 6,576,869 | 6,649,387 | 6,673,232 | 6,578,484 | 72,464,937 |
| Fines & Associated Costs | N05 | 7,081,869 | 7,188,097 | 7,295,918 | 7,405,357 | 7,516,438 | 7,629,184 | 7,743,622 | 7,859,776 | 7,977,673 | 8,097,338 | 75,795,273 |
| Rental & Hire | N07 | 5,015,965 | 5,116,284 | 5,218,610 | 5,322,982 | 5,442,749 | 5,565,211 | 5,718,254 | 5,846,915 | 5,978,470 | 6,112,986 | 55,338,424 |
| Place Making Levy - EQ Precinct | N20 | - | - | 1,333,751 | 1,802,106 | 1,830,939 | 1,860,234 | 1,889,998 | 1,920,238 | 1,950,962 | 1,982,177 | 14,570,406 |
| Other Revenues | N08 | 1,906,708 | 2,067,243 | 2,146,042 | 2,188,963 | 2,238,214 | 2,288,574 | 2,340,067 | 2,392,719 | 2,446,555 | 2,501,602 | 22,516,687 |
| Sub Total - Operating Revenue | | 216,753,665 | 221,693,896 | 229,135,042 | 235,289,481 | 239,594,696 | 245,244,703 | 251,917,274 | 257,430,923 | 262,614,346 | 266,888,331 | 2,426,562,358 |
| Operating Expenditure Category | | | | | | | | | | | | |
| Employee Costs - Services | N10 | (79,544,100) | (83,186,232) | (88,107,500) | (91,524,812) | (94,075,443) | (97,104,468) | (100,183,275) | (103,033,416) | (105,920,415) | (108,909,088) | (951,588,749) |
| Employee Costs - Projects | N10 | (6,063,067) | (5,779,578) | (5,034,024) | (5,342,374) | (5,697,758) | (5,661,929) | (5,409,198) | (5,462,850) | (5,559,498) | (5,636,523) | (55,646,800) |
| Material & Contracts - Services | N11 | (40,120,853) | (38,877,107) | (39,654,649) | (40,447,742) | (41,357,816) | (42,288,367) | (43,239,855) | (44,212,752) | (45,207,539) | (46,224,709) | (421,631,391) |
| Material & Contracts - Projects | N11 | (10,460,380) | (9,200,000) | (7,600,000) | (7,850,000) | (8,500,000) | (8,250,000) | (7,500,000) | (7,500,000) | (7,500,000) | (7,500,000) | (81,860,380) |
| Programs - Events & Sponsorship | N11 | (10,460,000) | (11,000,000) | (11,150,000) | (11,700,000) | (11,800,000) | (11,800,000) | (11,850,000) | (11,950,000) | (11,950,000) | (11,950,000) | (115,610,000) |
| Utilities - Power & Water | N12 | (3,797,162) | (3,892,091) | (3,989,394) | (4,089,128) | (4,201,579) | (4,317,123) | (4,435,844) | (4,557,829) | (4,683,170) | (4,811,957) | (42,775,277) |
| Insurance | N13 | (1,535,396) | (1,573,781) | (1,613,125) | (1,653,454) | (1,698,924) | (1,745,644) | (1,793,649) | (1,842,975) | (1,893,656) | (1,945,732) | (17,296,336) |
| Finance Costs | N14 | (115,143) | (111,441) | (107,630) | (103,705) | (323,911) | (516,434) | (473,992) | (429,665) | (384,611) | (337,531) | (2,904,065) |
| Other Expenses | N15 | (3,774,874) | (3,850,372) | (4,287,005) | (4,365,745) | (4,456,099) | (4,548,486) | (4,642,952) | (4,739,544) | (4,488,309) | (4,589,296) | (43,742,682) |
| Depreciation | N16 | (36,220,955) | (38,050,331) | (37,981,351) | (38,927,190) | (39,740,467) | (40,562,146) | (40,919,349) | (41,395,479) | (41,985,182) | (42,705,849) | (398,488,299) |
| Amortisation - Right to Use Assets | N32 | (291,743) | (299,059) | (306,558) | (314,244) | (322,123) | (330,200) | (141,153) | (144,451) | (147,852) | (95,492) | (2,392,875) |
| Parking Levy | N18 | (18,352,533) | (18,536,058) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (185,918,497) |
| Maintenance & Activation - EQ Precinct | N21 | - | - | (3,228,751) | (3,293,326) | (3,367,426) | (3,443,193) | (3,520,665) | (3,599,880) | (3,671,878) | (3,754,495) | (27,879,615) |
| Adjustment to Service Levels | N22 | - | (700,000) | (680,000) | (250,000) | (750,000) | (750,000) | (250,000) | (750,000) | (750,000) | (750,000) | (5,630,000) |
| Sub Total - Operating Expenditure | | (210,736,207) | (215,056,049) | (222,368,726) | (228,490,459) | (234,920,285) | (239,946,729) | (242,988,672) | (248,247,580) | (252,770,849) | (257,839,410) | (2,353,364,966) |
| Net Operating Result | | 6,017,458 | 6,637,847 | 6,766,317 | 6,799,022 | 4,674,411 | 5,297,974 | 8,928,602 | 9,183,343 | 9,843,497 | 9,048,922 | 73,197,392 |
| Non Operating Items | | | | | | | | | | | | |
| Grants for Acquisition of Assets | SS4 | 4,205,698 | 1,150,000 | 2,065,000 | 1,475,000 | 2,850,000 | 2,900,000 | 2,425,000 | 2,575,000 | 2,725,000 | 2,900,000 | 25,270,698 |
| Capital Contributions - City Deal | SS4 | 7,886,000 | 10,153,000 | 3,275,000 | 1,325,000 | - | - | - | - | - | - | 22,639,000 |
| WACA Aquatic Facility Contribution | N24 | (13,750,000) | (11,250,000) | - | - | - | - | - | - | - | - | (25,000,000) |
| PCH Contribution | N25 | (4,000,000) | - | - | - | - | - | - | - | - | - | (4,000,000) |
| Profit on Disposal of Assets | N09 | 293,288 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,543,288 |
| Loss on Disposal of Assets | N17 | (1,275,280) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (12,075,280) |
| Sub Total | | (6,640,294) | (897,000) | 4,390,000 | 1,850,000 | 1,900,000 | 1,950,000 | 1,475,000 | 1,625,000 | 1,775,000 | 1,950,000 | 9,377,706 |
| Net Result | | (622,836) | 5,740,847 | 11,156,317 | 8,649,022 | 6,574,411 | 7,247,974 | 10,403,602 | 10,808,343 | 11,618,497 | 10,998,922 | 82,575,098 |
| Other Comprehensive Income | | | | | | | | | | | | |
| Revaluation of Assets | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sub Total | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Comprehensive Income | | (622,836) | 5,740,847 | 11,156,317 | 8,649,022 | 6,574,411 | 7,247,974 | 10,403,602 | 10,808,343 | 11,618,497 | 10,998,922 | 82,575,098 |



Strategic Financial Projections - Cash Flow Statement

Financial
Statement FS3

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Cash Inflows from Operating Activities | | | | | | | | | | | | |
| Rates - Net of Concessions | N01 | 103,656,638 | 108,190,258 | 113,716,306 | 118,611,854 | 122,150,808 | 127,361,288 | 132,333,993 | 136,313,195 | 140,356,929 | 143,868,353 | 1,246,559,622 |
| Parking Revenues | N02 | 74,275,326 | 75,393,170 | 75,543,956 | 75,921,676 | 76,301,284 | 77,064,297 | 77,834,940 | 78,613,289 | 79,006,356 | 79,401,388 | 769,355,681 |
| Fees & Charges | N03 | 13,389,038 | 13,680,819 | 13,852,936 | 14,212,959 | 14,516,625 | 14,787,462 | 15,175,630 | 15,481,294 | 15,729,623 | 16,085,790 | 146,912,177 |
| Operating Grant / Contributions | N04 | 2,827,255 | 2,241,164 | 2,205,281 | 2,219,610 | 2,234,155 | 2,323,917 | 2,263,901 | 2,204,109 | 2,369,546 | 2,135,214 | 23,024,152 |
| Interest Revenue | N05 | 8,550,866 | 8,166,862 | 7,792,243 | 7,448,975 | 7,498,483 | 6,494,536 | 6,611,869 | 6,609,387 | 6,823,232 | 6,728,484 | 72,724,937 |
| Fines & Associated Costs | N05 | 7,031,869 | 7,238,097 | 7,245,918 | 7,430,357 | 7,591,438 | 7,629,184 | 7,788,622 | 7,864,776 | 7,977,673 | 8,097,338 | 75,895,273 |
| Place Making Levy - EQ Precinct | N20 | - | - | 1,333,751 | 1,802,106 | 1,830,939 | 1,860,234 | 1,889,998 | 1,920,238 | 1,950,962 | 1,982,177 | 14,570,406 |
| Rental & Hire | N07 | 5,040,965 | 5,091,284 | 5,238,610 | 5,302,982 | 5,477,749 | 5,585,211 | 5,693,254 | 5,891,915 | 5,928,470 | 6,062,986 | 55,313,424 |
| Other Revenues | N08 | 1,831,708 | 2,042,243 | 2,146,042 | 2,238,963 | 2,213,214 | 2,313,574 | 2,340,067 | 2,342,719 | 2,446,555 | 2,501,602 | 22,416,687 |
| Sub Total | | 216,603,665 | 222,043,896 | 229,075,042 | 235,189,481 | 239,814,696 | 245,419,703 | 251,932,274 | 257,240,923 | 262,589,346 | 266,863,331 | 2,426,772,358 |
| Cash Outflows from Operating Activities | | | | | | | | | | | | |
| Employee Costs | N10 | (85,807,168) | (88,565,810) | (92,991,524) | (97,142,185) | (99,748,201) | (103,016,397) | (105,617,473) | (108,321,266) | (111,429,913) | (114,495,611) | (1,007,135,549) |
| Material & Contracts - Inc Programs | N11 | (60,841,233) | (59,252,107) | (58,454,649) | (59,772,742) | (61,772,816) | (62,393,367) | (62,704,855) | (63,502,752) | (64,337,539) | (65,354,709) | (618,386,771) |
| Utilities - Power & Water | N12 | (3,902,162) | (3,827,091) | (3,934,394) | (4,139,128) | (4,126,579) | (4,257,123) | (4,400,844) | (4,532,829) | (4,683,170) | (4,811,957) | (42,615,277) |
| Insurance | N13 | (1,535,396) | (1,573,781) | (1,613,125) | (1,653,454) | (1,698,924) | (1,745,644) | (1,793,649) | (1,842,975) | (1,893,656) | (1,945,732) | (17,296,336) |
| Finance Costs | N14 | (115,143) | (111,441) | (107,630) | (103,705) | (323,911) | (516,434) | (473,992) | (429,665) | (384,611) | (337,531) | (2,904,065) |
| Other Expenses | N15 | (3,799,874) | (3,815,372) | (4,297,005) | (4,390,745) | (4,466,099) | (4,513,486) | (4,622,952) | (4,759,544) | (4,513,309) | (4,614,296) | (43,792,682) |
| Parking Levy | N18 | (18,352,533) | (18,536,058) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (185,918,497) |
| Maintenance & Activation - EQ Precinct | N21 | - | - | (3,228,751) | (3,293,326) | (3,367,426) | (3,443,193) | (3,520,665) | (3,599,880) | (3,671,878) | (3,754,495) | (27,879,615) |
| Adjustment to Service Levels | N22 | - | (700,000) | (680,000) | (250,000) | (750,000) | (750,000) | (250,000) | (750,000) | (750,000) | (750,000) | (5,630,000) |
| Sub Total | | (174,353,509) | (176,381,660) | (183,935,817) | (189,374,025) | (194,882,695) | (199,264,383) | (202,013,170) | (206,367,650) | (210,292,815) | (214,693,069) | (1,951,558,792) |
| Net Cash Provided by Operating Activities | | 42,250,156 | 45,662,236 | 45,139,225 | 45,815,457 | 44,932,001 | 46,155,320 | 49,919,104 | 50,873,273 | 52,296,531 | 52,170,263 | 475,213,566 |
| Cash Flows from Investing Activities | | | | | | | | | | | | |
| Grants for Acquisition of Assets | SS4 | 4,205,698 | 1,150,000 | 2,065,000 | 1,475,000 | 2,850,000 | 2,900,000 | 2,425,000 | 2,575,000 | 2,725,000 | 2,900,000 | 25,270,698 |
| Non Operating Contributions | SS4 | 7,886,000 | 10,153,000 | 3,275,000 | 1,325,000 | - | - | - | - | - | - | 22,639,000 |
| Asset Renewal - Infrastructure | SS4 | (12,362,800) | (13,099,400) | (12,691,200) | (13,634,750) | (15,810,500) | (13,505,500) | (15,536,100) | (16,417,700) | (16,047,700) | (15,800,000) | (144,905,650) |
| Asset Renewal - Non Infrastructure | SS4 | (23,690,500) | (12,164,750) | (16,199,000) | (13,550,000) | (14,110,850) | (12,220,000) | (12,030,000) | (12,500,000) | (14,782,750) | (15,800,000) | (147,047,850) |
| Major New / Upgrade Capital Projects | SS4 | (14,346,000) | (30,433,000) | (28,255,000) | (29,165,000) | (25,150,000) | (30,800,000) | (20,100,000) | (20,350,000) | (22,850,000) | (24,000,000) | (245,449,000) |
| Discretionary Capital Expenditure | SS4 | (7,669,000) | (1,802,850) | (1,854,800) | (2,650,250) | (1,928,650) | (1,474,500) | (833,900) | (2,232,300) | (819,550) | (2,400,000) | (23,665,800) |
| WACA Aquatic Facility Contribution | N24 | (13,750,000) | (11,250,000) | - | - | - | - | - | - | - | - | (25,000,000) |
| PCH Contribution | N25 | (4,000,000) | - | - | - | - | - | - | - | - | - | (4,000,000) |
| Proceeds on Disposal of Assets | N26 | 824,316 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 7,574,316 |
| Net Cash from Investing Activities | | (62,902,286) | (56,697,000) | (52,910,000) | (55,450,000) | (53,400,000) | (54,350,000) | (45,325,000) | (48,175,000) | (51,025,000) | (54,350,000) | (534,584,286) |
| Cash Flows from Financing Activities | | | | | | | | | | | | |
| Transfers from Reserves | SS2 | 53,664,565 | 38,286,058 | 40,978,738 | 38,478,738 | 29,478,738 | 39,478,738 | 24,478,738 | 27,478,738 | 28,128,738 | 31,128,738 | 351,580,529 |
| Transfers to Reserves | SS2 | (43,440,489) | (26,865,482) | (31,245,634) | (28,880,926) | (30,936,312) | (30,706,387) | (27,819,354) | (28,866,276) | (27,857,090) | (27,742,582) | (304,360,532) |
| Repayment of Borrowings | SS3 | - | - | - | - | (400,304) | (828,170) | (866,328) | (906,244) | (948,000) | (991,679) | (4,940,724) |
| Proceeds of New Loans | SS3 | - | - | - | - | 10,000,000 | - | - | - | - | - | 10,000,000 |
| Principal Portion of Lease | N31 | (284,605) | (291,743) | (299,059) | (306,558) | (314,244) | (322,123) | (330,200) | (141,153) | (144,451) | (147,852) | (2,581,988) |
| Net Cash from Financing Activities | | 9,939,471 | 11,128,833 | 9,434,046 | 9,291,255 | 7,827,878 | 7,622,059 | (4,537,144) | (2,434,935) | (820,803) | 2,246,625 | 49,697,285 |
| Net Increase (Decrease) in Cash Held | N27 | (10,712,659) | 94,069 | 1,663,271 | (343,289) | (640,121) | (572,621) | 56,960 | 263,338 | 450,729 | 66,888 | (9,673,435) |
| Cash at Beginning of the Year | FS5 | 42,484,009 | 31,771,350 | 31,865,419 | 33,528,690 | 33,185,402 | 32,545,281 | 31,972,659 | 32,029,620 | 32,292,958 | 32,743,686 | 42,484,009 |
| Cash at End of the Year | FS5 | 31,771,350 | 31,865,419 | 33,528,690 | 33,185,402 | 32,545,281 | 31,972,659 | 32,029,620 | 32,292,958 | 32,743,686 | 32,810,574 | 32,810,574 |



Strategic Financial Projections - Rate Setting Statement

Financial
Statement FS4

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|----------------------------------|
| Revenue from Operating Activities | | | | | | | | | | | | |
| Parking Revenues | N02 | 74,275,326 | 75,393,170 | 75,543,956 | 75,921,676 | 76,301,284 | 77,064,297 | 77,834,940 | 78,613,289 | 79,006,356 | 79,401,388 | 769,355,681 |
| Fees & Charges | N03 | 13,339,038 | 13,605,819 | 13,877,936 | 14,162,959 | 14,481,625 | 14,807,462 | 15,140,630 | 15,481,294 | 15,829,623 | 16,185,790 | 146,912,177 |
| Operating Grant / Contributions | N04 | 2,827,255 | 2,191,164 | 2,205,281 | 2,219,610 | 2,234,155 | 2,248,917 | 2,263,901 | 2,279,109 | 2,294,546 | 2,060,214 | 22,824,152 |
| Interest Revenue | N05 | 8,500,866 | 8,141,862 | 7,847,243 | 7,478,975 | 7,523,483 | 6,494,536 | 6,576,869 | 6,649,387 | 6,673,232 | 6,578,484 | 72,464,937 |
| Fines & Associated Costs | N05 | 7,081,869 | 7,188,097 | 7,295,918 | 7,405,357 | 7,516,438 | 7,629,184 | 7,743,622 | 7,859,776 | 7,977,673 | 8,097,338 | 75,795,273 |
| Rental & Hire | N07 | 5,015,965 | 5,116,284 | 5,218,610 | 5,322,982 | 5,442,749 | 5,565,211 | 5,718,254 | 5,846,915 | 5,978,470 | 6,112,986 | 55,338,424 |
| Place Making Levy - EQ Precinct | N20 | - | - | 1,333,751 | 1,802,106 | 1,830,939 | 1,860,234 | 1,889,998 | 1,920,238 | 1,950,962 | 1,982,177 | 14,570,406 |
| Profit on Disposal of Assets | N09 | 293,288 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,543,288 |
| Other Revenues | N08 | 1,906,708 | 2,067,243 | 2,146,042 | 2,188,963 | 2,238,214 | 2,288,574 | 2,340,067 | 2,392,719 | 2,446,555 | 2,501,602 | 22,516,687 |
| Sub Total - Revenue Excluding Rates | | 113,240,315 | 113,953,638 | 115,718,736 | 116,752,628 | 117,818,888 | 118,208,415 | 119,758,281 | 121,292,728 | 122,407,416 | 123,169,979 | 1,182,321,024 |
| Expenditure from Operating Activities | | | | | | | | | | | | |
| Employee Costs | N10 | (85,607,168) | (88,965,810) | (93,141,524) | (96,867,185) | (99,773,201) | (102,766,397) | (105,592,473) | (108,496,266) | (111,479,913) | (114,545,611) | (1,007,235,549) |
| Material & Contracts - Inc Programs | N11 | (61,041,233) | (59,077,107) | (58,404,649) | (59,997,742) | (61,657,816) | (62,338,367) | (62,589,855) | (63,662,752) | (64,657,539) | (65,674,709) | (619,101,771) |
| Utilities - Power & Water | N12 | (3,797,162) | (3,892,091) | (3,989,394) | (4,089,128) | (4,201,579) | (4,317,123) | (4,435,844) | (4,557,829) | (4,683,170) | (4,811,957) | (42,775,277) |
| Insurance | N13 | (1,535,396) | (1,573,781) | (1,613,125) | (1,653,454) | (1,698,924) | (1,745,644) | (1,793,649) | (1,842,975) | (1,893,656) | (1,945,732) | (17,296,336) |
| Finance Costs | N14 | (115,143) | (111,441) | (107,630) | (103,705) | (323,911) | (516,434) | (473,992) | (429,665) | (384,611) | (337,531) | (2,904,065) |
| Other Expenses | N15 | (3,774,874) | (3,850,372) | (4,287,005) | (4,365,745) | (4,456,099) | (4,548,486) | (4,642,952) | (4,739,544) | (4,488,309) | (4,589,296) | (43,742,682) |
| Depreciation | N16 | (36,220,955) | (38,050,331) | (37,981,351) | (38,927,190) | (39,740,467) | (40,562,146) | (40,919,349) | (41,395,479) | (41,985,182) | (42,705,849) | (398,488,299) |
| Amortisation - Right to Use Assets | N32 | (291,743) | (299,059) | (306,558) | (314,244) | (322,123) | (330,200) | (141,153) | (144,451) | (147,852) | (95,492) | (2,392,875) |
| Loss on Disposal of Assets | N17 | (1,275,280) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (1,200,000) | (12,075,280) |
| Parking Levy | N18 | (18,352,533) | (18,536,058) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (185,918,497) |
| Maintenance & Activation - EQ Precinct | N21 | - | - | (3,228,751) | (3,293,326) | (3,367,426) | (3,443,193) | (3,520,665) | (3,599,880) | (3,671,878) | (3,754,495) | (27,879,615) |
| Adjustment to Service Levels | N22 | - | (700,000) | (680,000) | (250,000) | (750,000) | (750,000) | (250,000) | (750,000) | (750,000) | (750,000) | (5,630,000) |
| Sub Total - Operating Expenditure | | (212,011,487) | (216,256,049) | (223,568,726) | (229,690,459) | (236,120,285) | (241,146,729) | (244,188,672) | (249,447,580) | (253,970,849) | (259,039,410) | (2,365,440,246) |
| Non Cash Items | | | | | | | | | | | | |
| Non Cash Items Excluded | N23 | 37,494,690 | 39,299,389 | 39,237,909 | 40,191,435 | 41,012,590 | 41,842,346 | 42,010,502 | 42,489,930 | 43,083,034 | 43,751,341 | 410,413,166 |
| Sub Total - Non Cash Items Excluded | | 37,494,690 | 39,299,389 | 39,237,909 | 40,191,435 | 41,012,590 | 41,842,346 | 42,010,502 | 42,489,930 | 43,083,034 | 43,751,341 | 410,413,166 |
| Amount attributable to Operating Activities | | (61,276,482) | (63,003,022) | (68,612,081) | (72,746,397) | (77,288,807) | (81,095,968) | (82,419,889) | (85,664,922) | (88,480,398) | (92,118,090) | (772,706,056) |
| Investing Activities | | | | | | | | | | | | |
| Inflows fom Investing Activities | | | | | | | | | | | | |
| Grants for Acquisition of Assets | SS4 | 4,205,698 | 1,150,000 | 2,065,000 | 1,475,000 | 2,850,000 | 2,900,000 | 2,425,000 | 2,575,000 | 2,725,000 | 2,900,000 | 25,270,698 |
| Non Operating Contributions | SS4 | 7,886,000 | 10,153,000 | 3,275,000 | 1,325,000 | - | - | - | - | - | - | 22,639,000 |
| Proceeds on Disposal of Assets | N26 | 824,316 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 7,574,316 |
| Sub Total | | 12,916,014 | 12,053,000 | 6,090,000 | 3,550,000 | 3,600,000 | 3,650,000 | 3,175,000 | 3,325,000 | 3,475,000 | 3,650,000 | 55,484,014 |
| Outflows fom Investing Activities | | | | | | | | | | | | |
| Asset Renewal - Infrastructure | SS4 | (12,362,800) | (13,099,400) | (12,691,200) | (13,634,750) | (15,810,500) | (13,505,500) | (15,536,100) | (16,417,700) | (16,047,700) | (15,800,000) | (144,905,650) |
| Asset Renewal - Non Infrastructure | SS4 | (23,690,500) | (12,164,750) | (16,199,000) | (13,550,000) | (14,110,850) | (12,220,000) | (12,030,000) | (12,500,000) | (14,782,750) | (15,800,000) | (147,047,850) |
| Major New / Upgrade Capital Projects | SS4 | (14,346,000) | (30,433,000) | (28,255,000) | (29,165,000) | (25,150,000) | (30,800,000) | (20,100,000) | (20,350,000) | (22,850,000) | (24,000,000) | (245,449,000) |
| Discretionary Capital Expenditure | SS4 | (7,669,000) | (1,802,850) | (1,854,800) | (2,650,250) | (1,928,650) | (1,474,500) | (833,900) | (2,232,300) | (819,550) | (2,400,000) | (23,665,800) |
| WACA Aquatic Facility Contribution | N24 | (13,750,000) | (11,250,000) | - | - | - | - | - | - | - | - | (25,000,000) |
| PCH Contribution | N25 | (4,000,000) | - | - | - | - | - | - | - | - | - | (4,000,000) |
| Sub Total | | (75,818,300) | (68,750,000) | (59,000,000) | (59,000,000) | (57,000,000) | (58,000,000) | (48,500,000) | (51,500,000) | (54,500,000) | (58,000,000) | (590,068,300) |



Strategic Financial Projections - Rate Setting Statement

Financial
Statement FS4

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Amount attributable to Investing Activities | | (62,902,286) | (56,697,000) | (52,910,000) | (55,450,000) | (53,400,000) | (54,350,000) | (45,325,000) | (48,175,000) | (51,025,000) | (54,350,000) | (534,584,286) |
| Financing Activities | | | | | | | | | | | | |
| Inflows fom Financing Activities | | | | | | | | | | | | |
| Transfers from Reserves | SS2 | 53,664,565 | 38,286,058 | 40,978,738 | 38,478,738 | 29,478,738 | 39,478,738 | 24,478,738 | 27,478,738 | 28,128,738 | 31,128,738 | 351,580,529 |
| Proceeds of New Loans | SS3 | - | - | - | - | 10,000,000 | - | - | - | - | - | 10,000,000 |
| Sub Total | | 53,664,565 | 38,286,058 | 40,978,738 | 38,478,738 | 39,478,738 | 39,478,738 | 24,478,738 | 27,478,738 | 28,128,738 | 31,128,738 | 361,580,529 |
| Outflows fom Financing Activities | | | | | | | | | | | | |
| Transfers to Reserves | SS2 | (43,440,489) | (26,865,482) | (31,245,634) | (28,880,926) | (30,936,312) | (30,706,387) | (27,819,354) | (28,866,276) | (27,857,090) | (27,742,582) | (304,360,532) |
| Repayment of Borrowings | SS3 | - | - | - | - | (400,304) | (828,170) | (866,328) | (906,244) | (948,000) | (991,679) | (4,940,724) |
| Payment for Principal Portion of Leases | N31 | (284,605) | (291,743) | (299,059) | (306,558) | (314,244) | (322,123) | (330,200) | (141,153) | (144,451) | (147,852) | (2,581,988) |
| Sub Total | | (43,725,094) | (27,157,225) | (31,544,692) | (29,187,483) | (31,650,860) | (31,856,680) | (29,015,882) | (29,913,673) | (28,949,541) | (28,882,113) | (311,883,244) |
| Amount attributable to Financing Activities | | 9,939,471 | 11,128,833 | 9,434,046 | 9,291,255 | 7,827,878 | 7,622,059 | (4,537,144) | (2,434,935) | (820,803) | 2,246,625 | 49,697,285 |
| Operating, Investing & Financing Activities | | | | | | | | | | | | |
| Amount attributable to Operating Activities | | (61,276,482) | (63,003,022) | (68,612,081) | (72,746,397) | (77,288,807) | (81,095,968) | (82,419,889) | (85,664,922) | (88,480,398) | (92,118,090) | (772,706,056) |
| Amount attributable to Investing Activities | | (62,902,286) | (56,697,000) | (52,910,000) | (55,450,000) | (53,400,000) | (54,350,000) | (45,325,000) | (48,175,000) | (51,025,000) | (54,350,000) | (534,584,286) |
| Amount attributable to Financing Activities | | 9,939,471 | 11,128,833 | 9,434,046 | 9,291,255 | 7,827,878 | 7,622,059 | (4,537,144) | (2,434,935) | (820,803) | 2,246,625 | 49,697,285 |
| Sub Total | N29 | (114,239,297) | (108,571,189) | (112,088,035) | (118,905,142) | (122,860,929) | (127,823,910) | (132,282,033) | (136,274,857) | (140,326,201) | (144,221,465) | (1,257,593,057) |
| Surplus (Deficit) at Start of Year | N28 | 14,537,985 | 4,105,326 | 3,524,395 | 5,102,666 | 4,984,378 | 4,149,257 | 3,611,635 | 3,738,596 | 3,851,934 | 3,982,662 | 14,537,985 |
| Surplus (Deficit) before Rates | | (99,701,312) | (104,465,863) | (108,563,640) | (113,802,476) | (117,876,551) | (123,674,653) | (128,670,397) | (132,536,261) | (136,474,267) | (140,238,803) | (1,206,004,223) |
| (Surplus) Deficit at End of Year | N29 | (4,105,326) | (3,524,395) | (5,102,666) | (4,984,378) | (4,149,257) | (3,611,635) | (3,738,596) | (3,851,934) | (3,982,662) | (3,729,550) | (40,780,399) |
| Amount Required to be Raised from Rates | N01 | (103,806,638) | (107,990,258) | (113,666,306) | (118,786,854) | (122,025,808) | (127,286,288) | (132,408,993) | (136,388,195) | (140,456,929) | (143,968,353) | (1,246,784,622) |



Strategic Financial Projections - Balance Sheet

Financial
Statement F55

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | Closing Balance |
|--|-----|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Current Assets | | | | | | | | | | | | |
| Cash & Investments - Unrestricted | FS3 | 31,771,350 | 31,865,419 | 33,528,690 | 33,185,402 | 32,545,281 | 31,972,659 | 32,029,620 | 32,292,958 | 32,743,686 | 32,810,574 | 32,810,574 |
| Investments - Restricted | SS2 | 132,883,709 | 121,463,133 | 111,730,029 | 102,132,216 | 103,589,790 | 94,817,439 | 98,158,055 | 99,545,593 | 99,273,944 | 95,887,788 | 95,887,788 |
| Receivables - Rates | WS5 | 1,760,513 | 1,560,513 | 1,510,513 | 1,685,513 | 1,560,513 | 1,485,513 | 1,560,513 | 1,635,513 | 1,735,513 | 1,835,513 | 1,835,513 |
| Receivables - Other | WS5 | 9,987,063 | 9,812,063 | 9,922,063 | 9,897,063 | 9,777,063 | 9,702,063 | 9,612,063 | 9,677,063 | 9,602,063 | 9,527,063 | 9,527,063 |
| Inventories | WS5 | 1,045,598 | 1,095,598 | 1,070,598 | 1,045,598 | 1,060,598 | 1,040,598 | 1,030,598 | 1,020,598 | 1,050,598 | 1,080,598 | 1,080,598 |
| Inventories - Land Held for Resale | WS5 | 965,788 | 965,788 | 965,788 | 965,788 | 965,788 | 965,788 | 965,788 | 965,788 | 965,788 | 965,788 | 965,788 |
| Deposits & Prepayments | WS5 | 3,383,375 | 3,348,375 | 3,358,375 | 3,383,375 | 3,393,375 | 3,358,375 | 3,338,375 | 3,358,375 | 3,383,375 | 3,408,375 | 3,408,375 |
| Prepaid Parking Levy | WS5 | - | - | - | - | - | - | - | - | - | - | - |
| Sub Total - Current Assets | | 181,797,396 | 170,110,890 | 162,086,056 | 152,294,955 | 152,892,408 | 143,342,435 | 146,695,012 | 148,495,887 | 148,754,968 | 145,515,699 | 145,515,699 |
| Non Current Assets | | | | | | | | | | | | |
| Trade & Other Receivables | WS5 | 73,899 | 73,899 | 73,899 | 73,899 | 73,899 | 73,899 | 73,899 | 73,899 | 73,899 | 73,899 | 73,899 |
| Financial Assets | WS5 | 8,266,505 | 8,266,505 | 8,266,505 | 8,266,505 | 8,266,505 | 8,266,505 | 8,266,505 | 8,266,505 | 8,266,505 | 8,266,505 | 8,266,505 |
| Investments | WS5 | 13,569,579 | 13,569,579 | 13,569,579 | 13,569,579 | 13,569,579 | 13,569,579 | 13,569,579 | 13,569,579 | 13,569,579 | 13,569,579 | 13,569,579 |
| Property, Plant & Equipment | WS5 | 678,482,501 | 675,357,334 | 676,760,330 | 673,434,379 | 665,952,924 | 659,126,605 | 654,502,381 | 651,956,907 | 651,172,689 | 653,047,756 | 653,047,756 |
| Infrastructure | WS5 | 439,996,549 | 460,871,385 | 478,787,038 | 500,485,799 | 523,526,787 | 546,090,961 | 556,595,834 | 567,545,830 | 579,144,867 | 590,863,951 | 590,863,951 |
| Right of Use Asset | WS5 | 4,697,080 | 4,398,021 | 4,091,464 | 3,777,220 | 3,455,096 | 3,124,896 | 2,983,743 | 2,839,292 | 2,691,440 | 2,595,948 | 2,595,948 |
| Land Held for Resale | WS5 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Sub Total - Non Current Assets | | 1,145,286,113 | 1,162,736,724 | 1,181,748,815 | 1,199,807,380 | 1,215,044,790 | 1,230,452,444 | 1,236,191,942 | 1,244,452,012 | 1,255,118,978 | 1,268,617,637 | 1,268,617,637 |
| Total Assets | | 1,327,083,509 | 1,332,847,613 | 1,343,834,871 | 1,352,102,336 | 1,367,937,198 | 1,373,794,880 | 1,382,886,954 | 1,392,947,900 | 1,403,873,946 | 1,414,133,336 | 1,414,133,336 |
| Current Liabilities | | | | | | | | | | | | |
| Trade & Other Payables | WS5 | 21,323,217 | 21,263,217 | 21,243,217 | 21,393,217 | 21,368,217 | 21,353,217 | 21,263,217 | 21,438,217 | 21,788,217 | 22,138,217 | 22,138,217 |
| Accrued Expenses | WS5 | 10,869,774 | 11,119,774 | 11,169,774 | 11,094,774 | 10,969,774 | 10,869,774 | 10,994,774 | 11,069,774 | 10,919,774 | 10,769,774 | 10,769,774 |
| Loan Borrowings | SS3 | - | - | - | - | 828,170 | 866,328 | 906,244 | 948,000 | 991,679 | 1,037,371 | 1,037,371 |
| Income in Advance | WS5 | 1,844,696 | 1,819,696 | 1,819,696 | 1,869,696 | 1,844,696 | 1,869,696 | 1,869,696 | 1,819,696 | 1,819,696 | 1,819,696 | 1,819,696 |
| Lease Liability | WS5 | 291,743 | 299,059 | 306,558 | 314,244 | 322,123 | 330,200 | 141,153 | 144,451 | 147,852 | 95,492 | 95,492 |
| Employee Entitlements | WS5 | 10,770,674 | 10,920,674 | 11,020,674 | 10,820,674 | 10,970,674 | 10,820,674 | 10,670,674 | 10,770,674 | 10,970,674 | 11,170,674 | 11,170,674 |
| Sub Total - Current Liabilities | | 45,100,104 | 45,422,420 | 45,559,919 | 45,492,605 | 46,303,654 | 46,109,889 | 45,845,758 | 46,190,812 | 46,637,892 | 47,031,224 | 47,031,224 |
| Non Current Liabilities | | | | | | | | | | | | |
| Payables | WW5 | 1,425,000 | 1,425,000 | 1,425,000 | 1,425,000 | 1,425,000 | 1,425,000 | 1,425,000 | 1,425,000 | 1,425,000 | 1,425,000 | 1,425,000 |
| Lease Liability | WW5 | 4,265,861 | 3,966,802 | 3,660,245 | 3,346,001 | 3,023,877 | 2,693,677 | 2,552,524 | 2,408,073 | 2,260,221 | 2,164,729 | 2,164,729 |
| Employee Benefits | WW5 | 1,403,502 | 1,403,502 | 1,403,502 | 1,403,502 | 1,403,502 | 1,403,502 | 1,403,502 | 1,403,502 | 1,403,502 | 1,403,502 | 1,403,502 |
| Loan Borrowings | WW5 | - | - | - | - | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | 5,059,276 | 4,021,905 | 4,021,905 |
| Sub Total - Non Current Liabilities | | 7,094,363 | 6,795,304 | 6,488,747 | 6,174,503 | 14,623,906 | 13,427,378 | 12,379,981 | 11,287,530 | 10,147,999 | 9,015,136 | 9,015,136 |
| Total Liabilities | | 52,194,467 | 52,217,724 | 52,048,665 | 51,667,108 | 60,927,560 | 59,537,267 | 58,225,739 | 57,478,342 | 56,785,891 | 56,046,360 | 56,046,360 |
| Net Assets | | 1,274,889,042 | 1,280,629,889 | 1,291,786,206 | 1,300,435,228 | 1,307,009,638 | 1,314,257,612 | 1,324,661,214 | 1,335,469,557 | 1,347,088,055 | 1,358,086,976 | 1,358,086,976 |
| Equity | | | | | | | | | | | | |
| Retained Surplus | FS6 | 712,049,859 | 729,211,282 | 750,100,703 | 768,347,538 | 773,464,374 | 789,484,700 | 796,547,685 | 805,968,491 | 817,858,636 | 832,243,714 | 832,243,714 |
| Cash Backed Reserves | FS6 | 132,883,707 | 121,463,131 | 111,730,027 | 102,132,214 | 103,589,788 | 94,817,436 | 98,158,053 | 99,545,590 | 99,273,942 | 95,887,786 | 95,887,786 |
| Asset Revaluation Reserves | FS6 | 429,955,476 | 429,955,476 | 429,955,476 | 429,955,476 | 429,955,476 | 429,955,476 | 429,955,476 | 429,955,476 | 429,955,476 | 429,955,476 | 429,955,476 |
| Total Equity | | 1,274,889,042 | 1,280,629,889 | 1,291,786,206 | 1,300,435,228 | 1,307,009,638 | 1,314,257,612 | 1,324,661,214 | 1,335,469,557 | 1,347,088,054 | 1,358,086,976 | 1,358,086,976 |

[illegible]



Strategic Financial Projections - Financial Ratios

Supporting
Schedule SS1

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Average |
|---|-----|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Sustainability Ratios | | | | | | | | | | | | |
| Operating Surplus Ratio - Exc Abnormal Items | | | | | | | | | | | | |
| Benchmark standard is between 0 and 5% | FS2 | 1.8% | 2.3% | 2.2% | 2.1% | 1.2% | 1.4% | 2.8% | 2.9% | 3.1% | 2.8% | 2.2% |
| Ratio Calculations | | | | | | | | | | | | |
| (Operating Revenue - Grants for Assets) | | 214,219,698 | 219,752,733 | 227,179,761 | 233,319,871 | 237,610,541 | 243,245,786 | 249,903,373 | 255,401,814 | 260,569,800 | 265,078,117 | 237,911,486 |
| (Operating Expense) | | 210,736,207 | 215,056,049 | 222,368,726 | 228,490,459 | 234,920,285 | 239,946,729 | 242,988,672 | 248,247,580 | 252,770,849 | 257,839,410 | 232,836,173 |
| (Operating Revenue - Capital & Op Grants) | | 198,476,430 | 205,508,569 | 218,884,480 | 227,550,260 | 231,776,386 | 237,346,869 | 244,464,472 | 249,797,704 | 254,800,254 | 259,367,903 | 229,845,047 |
| Own Source Revenue Ratio | | | | | | | | | | | | |
| Benchmark standard is 90% or more | | 93.6% | 95.0% | 97.9% | 99.1% | 98.2% | 98.4% | 100.1% | 100.1% | 100.3% | 100.1% | 98.1% |
| Ratio Calculations | | | | | | | | | | | | |
| Own Source Revenue | | 198,476,430 | 205,508,569 | 218,884,480 | 227,550,260 | 231,776,386 | 237,346,869 | 244,464,472 | 249,797,704 | 254,800,254 | 259,367,903 | 229,845,047 |
| Adjusted Operating Expense | | 212,011,487 | 216,256,049 | 223,568,726 | 229,690,459 | 236,120,285 | 241,146,729 | 244,188,672 | 249,447,580 | 253,970,849 | 259,039,410 | 234,044,537 |
| Debt Service Ratio | | | | | | | | | | | | |
| Benchmark standard is more than 5.0 times | FS2 | 243.7 | 286.2 | 352.2 | 399.3 | 55.3 | 30.8 | 34.2 | 34.8 | 35.7 | 35.7 | 163.6 |
| Ratio Calculations | | | | | | | | | | | | |
| (Operating Revenue - Grants for Assets) | | 201,303,684 | 207,699,733 | 221,089,761 | 229,769,871 | 234,010,541 | 239,595,786 | 246,728,373 | 252,076,814 | 257,094,800 | 261,428,117 | 232,152,151 |
| Net Operating Expense (exc Depreciation) | | 173,239,972 | 175,805,719 | 183,187,374 | 188,363,269 | 193,979,818 | 198,184,584 | 200,869,323 | 205,652,101 | 209,585,667 | 213,933,561 | 192,096,425 |
| Op Surplus before Net Interest & Depreciation | | 28,063,712 | 31,894,014 | 37,902,387 | 41,406,602 | 40,030,723 | 41,411,203 | 45,859,051 | 46,424,712 | 47,509,133 | 47,494,556 | 40,055,726 |
| Loan Principal & Interest Expense | | 115,143 | 111,441 | 107,630 | 103,705 | 724,214 | 1,344,604 | 1,340,320 | 1,335,910 | 1,332,611 | 1,329,210 | 723,953 |
| Gross Debt to Operating Revenue Ratio | | | | | | | | | | | | |
| Benchmark standard is less than 20% | FS1 | 0.0% | 0.0% | 0.0% | 0.0% | 4.1% | 3.7% | 3.2% | 2.8% | 2.4% | 2.0% | 1.8% |
| Ratio Calculations | | | | | | | | | | | | |
| Gross Debt - Excluding Self Supporting Loans | | - | - | - | - | 9,599,696 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,954 | 5,059,274 | 4,369,592 |
| Available Operating Revenue | | 198,183,142 | 205,258,569 | 218,634,480 | 227,300,260 | 231,526,386 | 237,096,869 | 244,214,472 | 249,547,704 | 254,550,254 | 259,117,903 | 229,590,237 |
| Rates Increase Ratio | | | | | | | | | | | | |
| City target is less than CPI plus 0.5% per annum | FS2 | 2.45% | 1.78% | 1.90% | 2.39% | 2.19% | 2.16% | 3.12% | 2.18% | 2.18% | 2.44% | 2.26% |
| Ratio Calculations | | | | | | | | | | | | |
| Target Ratio | | 2.50% | 2.50% | 2.50% | 2.50% | 2.75% | 2.75% | 2.75% | 2.75% | 2.75% | 2.75% | 2.64% |
| Actual Rates Yield Increase - Exc Interims | | 2.45% | 1.78% | 1.90% | 2.39% | 2.19% | 2.16% | 3.12% | 2.18% | 2.18% | 2.44% | 2.26% |
| Current Ratio | | | | | | | | | | | | |
| Benchmark standard is more than 1.0 | FS5 | 1.08 | 1.07 | 1.11 | 1.11 | 1.06 | 1.05 | 1.06 | 1.06 | 1.06 | 1.06 | 1.07 |
| Ratio Calculations | | | | | | | | | | | | |
| Current Assets adjusted for Restricted Assets | | 48,913,689 | 48,647,758 | 50,356,029 | 50,162,741 | 49,302,620 | 48,524,999 | 48,536,959 | 48,950,297 | 49,481,026 | 49,627,913 | 49,208,458 |
| Current Liabilities adjusted for Restricted Items | | 45,100,104 | 45,422,420 | 45,559,919 | 45,492,605 | 46,303,654 | 46,109,889 | 45,845,758 | 46,190,812 | 46,637,892 | 47,031,224 | 45,851,450 |



Strategic Financial Projections - Financial Ratios

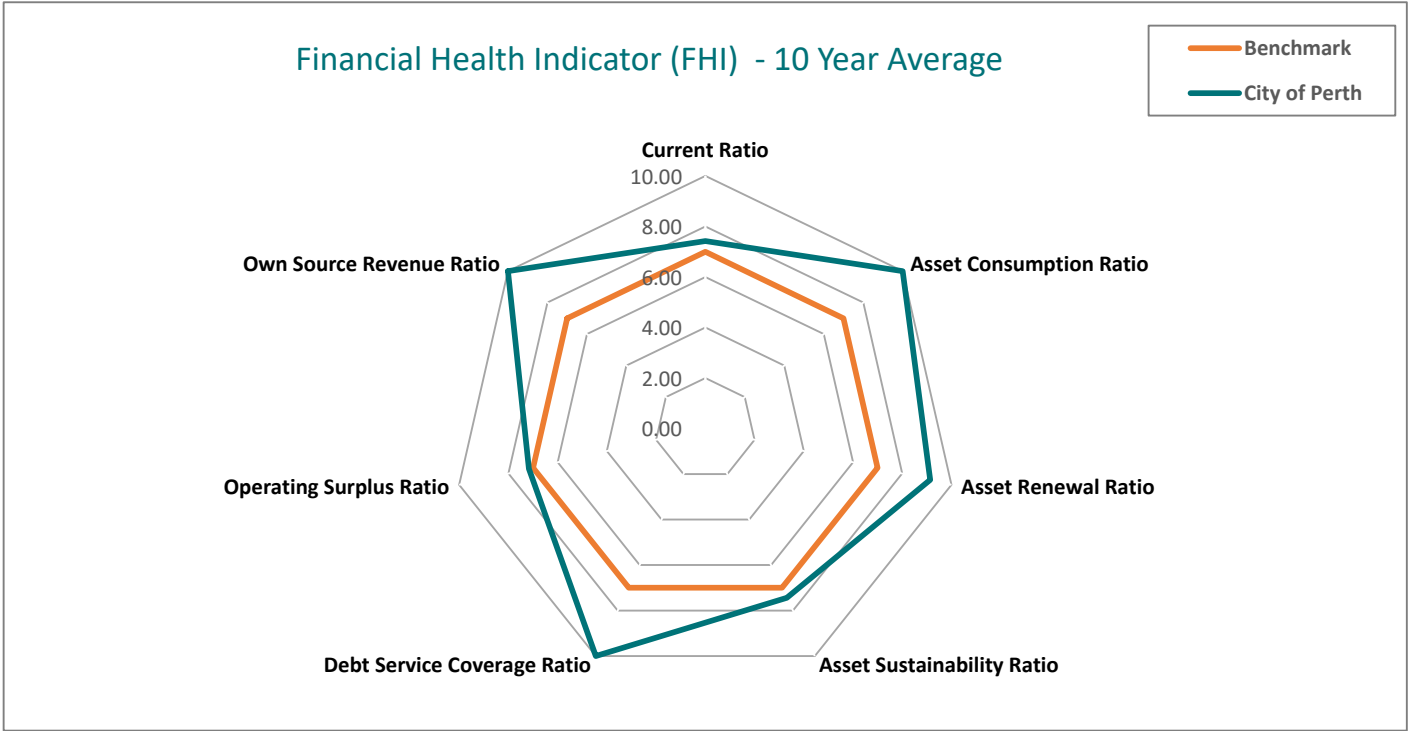
Supporting
Schedule SS1

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Average |
|---|-----|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Asset Consumption Ratio | FS5 | <div><div></div></div> 98.1% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% | <div><div></div></div> 98.0% |
| Benchmark standard is between 50% and 75% | | | | | | | | | | | | |
| Ratio Calculations | | | | | | | | | | | | |
| Depreciated Replace Value of Deprec Assets | | 1,118,479,050 | 1,136,228,720 | 1,155,547,368 | 1,173,920,178 | 1,189,479,711 | 1,205,217,565 | 1,211,098,216 | 1,219,502,737 | 1,230,317,555 | 1,243,911,706 | 1,182,199,011 |
| Current Replace Cost of Depreciable Assets | | 1,140,513,924 | 1,159,376,487 | 1,178,653,172 | 1,197,601,379 | 1,213,655,666 | 1,229,893,385 | 1,235,991,339 | 1,244,685,512 | 1,255,859,073 | 1,269,891,639 | 1,206,247,771 |
| | | | | | | | | | | | | |
| Asset Sustainability Ratio | FS5 | <div><div></div></div> 112.7% | <div><div></div></div> 88.4% | <div><div></div></div> 104.9% | <div><div></div></div> 97.5% | <div><div></div></div> 88.7% | <div><div></div></div> 91.7% | <div><div></div></div> 85.2% | <div><div></div></div> 87.8% | <div><div></div></div> 93.2% | <div><div></div></div> 94.4% | <div><div></div></div> 94.4% |
| Benchmark standard is between 90% and 110% | | | | | | | | | | | | |
| Ratio Calculations | | | | | | | | | | | | |
| Capital Renewal & Replace - Existing Assets | | 37,806,800 | 31,319,150 | 37,043,700 | 35,372,250 | 32,991,350 | 34,805,500 | 32,991,100 | 34,292,700 | 36,830,450 | 37,850,000 | 34,828,111 |
| Depreciation - Existing Assets | | 33,560,943 | 35,412,945 | 35,326,351 | 36,272,190 | 37,175,467 | 37,952,146 | 38,736,849 | 39,077,979 | 39,532,682 | 40,095,849 | 37,005,284 |
| | | | | | | | | | | | | |
| Asset Renewal Funding Ratio | | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% | <div><div></div></div> 100.0% |
| Benchmark standard is between 75% and 90% | | | | | | | | | | | | |
| Ratio Calculations | | | | | | | | | | | | |
| NPV of Planned Capital Renewals | | 35,625,348 | 28,932,631 | 33,550,479 | 31,410,558 | 28,722,269 | 29,706,494 | 27,606,952 | 28,130,302 | 29,508,557 | 29,598,700 | 30,354,843 |
| NPV of Required Capital Renewals | | 35,625,348 | 28,932,631 | 33,550,479 | 31,410,558 | 28,722,269 | 29,706,494 | 27,606,952 | 28,130,302 | 29,508,557 | 29,598,700 | 30,354,843 |

| Ratio Names | Raw Ratios - 10 Yr Average |
|-----------------------------|----------------------------|
| Current Ratio | 1.07 |
| Asset Consumption Ratio | 98.0% |
| Asset Renewal Ratio | 100.0% |
| Asset Sustainability Ratio | 94.4% |
| Debt Service Coverage Ratio | 163.56 |
| Operating Surplus Ratio | 2.2% |
| Own Source Revenue Ratio | 98.1% |

| Ratio Names | Benchmark | City of Perth |
|-----------------------------|-----------|---------------|
| Current Ratio | 7.00 | 7.42 |
| Asset Consumption Ratio | 7.00 | 10.00 |
| Asset Renewal Ratio | 7.00 | 9.14 |
| Asset Sustainability Ratio | 7.00 | 7.44 |
| Debt Service Coverage Ratio | 7.00 | 10.00 |
| Operating Surplus Ratio | 7.00 | 7.17 |
| Own Source Revenue Ratio | 7.00 | 10.00 |

Calculated Financial Health Indicator (FHI) **70** **85**
A FHI of greater than 70 is required to indicate sound financial management





Strategic Financial Projections - Reserve Funds

Supporting
Schedule SS2

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|---|-----|--------------|--------------|-------------|-------------|------------|-------------|------------|-------------|-------------|-------------|-------------------------------|
| Strategic Reserves | | | | | | | | | | | | |
| Enterprise & Innovation Reserve | | | | | | | | | | | | |
| Opening Balance | | 13,898,774 | 14,444,563 | 15,015,123 | 10,410,721 | 10,821,944 | 11,249,411 | 6,468,140 | 7,729,525 | 5,930,059 | 4,067,611 | 13,898,774 |
| Transfers to Reserve | | - | - | - | - | - | 1,000,000 | 1,000,000 | 1,000,000 | - | - | 3,000,000 |
| Interest Revenue | | 545,789 | 570,560 | 395,597 | 411,223 | 427,467 | 218,729 | 261,385 | 200,533 | 137,552 | 72,366 | 3,241,203 |
| Transfers from Reserve | | - | - | (5,000,000) | - | - | (6,000,000) | - | (3,000,000) | (2,000,000) | (2,000,000) | (18,000,000) |
| Closing Balance | FS1 | 14,444,563 | 15,015,123 | 10,410,721 | 10,821,944 | 11,249,411 | 6,468,140 | 7,729,525 | 5,930,059 | 4,067,611 | 2,139,977 | 2,139,977 |
| Technology Upgrade Reserve | | | | | | | | | | | | |
| Opening Balance | | 8,040,785 | 6,277,977 | 2,887,707 | 1,962,272 | 3,079,281 | 3,200,913 | 3,312,945 | 3,428,898 | 3,548,909 | 3,673,121 | 8,040,785 |
| Transfers to Reserve | | - | - | 3,000,000 | 1,000,000 | - | 1,000,000 | - | - | - | - | 5,000,000 |
| Interest Revenue | | 237,192 | 109,730 | 74,564 | 117,010 | 121,632 | 112,032 | 115,953 | 120,011 | 124,212 | 128,559 | 1,260,895 |
| Transfers from Reserve | | (2,000,000) | (3,500,000) | (4,000,000) | - | - | (1,000,000) | - | 0 | 0 | 0 | (10,500,000) |
| Closing Balance | FS1 | 6,277,977 | 2,887,707 | 1,962,272 | 3,079,281 | 3,200,913 | 3,312,945 | 3,428,898 | 3,548,909 | 3,673,121 | 3,801,680 | 3,801,680 |
| Strategic Property Reserve | | | | | | | | | | | | |
| Opening Balance | | 6,754,820 | 7,019,759 | 7,297,039 | 7,585,273 | 7,884,891 | 8,196,344 | 8,483,216 | 8,780,129 | 9,087,433 | 9,405,493 | 6,754,820 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 264,939 | 277,280 | 288,233 | 299,618 | 311,453 | 286,872 | 296,913 | 307,305 | 318,060 | 329,192 | 2,979,866 |
| Transfers from Reserve | | - | - | - | - | - | - | - | - | - | - | 0 |
| Closing Balance | FS1 | 7,019,759 | 7,297,039 | 7,585,273 | 7,884,891 | 8,196,344 | 8,483,216 | 8,780,129 | 9,087,433 | 9,405,493 | 9,734,686 | 9,734,686 |
| Sustainable & Resilient City Reserve | | | | | | | | | | | | |
| Opening Balance | | 2,028,985 | 2,941,709 | 3,057,907 | 2,814,869 | 2,562,231 | 2,299,614 | 3,052,851 | 2,797,451 | 2,533,111 | 2,621,770 | 2,028,985 |
| Transfers to Reserve | | 1,000,000 | - | - | - | - | 1,000,000 | - | - | - | - | 2,000,000 |
| Interest Revenue | | 112,724 | 116,198 | 106,962 | 97,362 | 87,383 | 103,236 | 94,600 | 85,661 | 88,659 | 91,762 | 984,547 |
| Transfers from Reserve | | (200,000) | - | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | - | - | (2,300,000) |
| Closing Balance | FS1 | 2,941,709 | 3,057,907 | 2,814,869 | 2,562,231 | 2,299,614 | 3,052,851 | 2,797,451 | 2,533,111 | 2,621,770 | 2,713,532 | 2,713,532 |
| Community Infrastructure Reserve | | | | | | | | | | | | |
| Opening Balance | | 3,043,478 | 4,948,734 | 5,144,209 | 5,347,405 | 4,519,128 | 4,697,633 | 4,862,050 | 5,032,222 | 5,208,350 | 5,390,642 | 3,043,478 |
| Transfers to Reserve | | 1,715,938 | - | - | - | - | - | - | - | - | - | 1,715,938 |
| Interest Revenue | | 189,318 | 195,475 | 203,196 | 171,723 | 178,506 | 164,417 | 170,172 | 176,128 | 182,292 | 188,672 | 1,819,899 |
| Transfers from Reserve | | - | - | - | (1,000,000) | - | - | - | - | - | - | (1,000,000) |
| Closing Balance | FS1 | 4,948,734 | 5,144,209 | 5,347,405 | 4,519,128 | 4,697,633 | 4,862,050 | 5,032,222 | 5,208,350 | 5,390,642 | 5,579,315 | 5,579,315 |
| Asset Acquisition & Renewal | | | | | | | | | | | | |
| Asset Enhancement Reserve | | | | | | | | | | | | |
| Opening Balance | | 32,544,794 | 20,832,042 | 11,000,033 | 11,434,534 | 11,886,198 | 12,355,703 | 12,788,152 | 13,235,738 | 13,698,989 | 12,108,453 | 32,544,794 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 787,248 | 417,991 | 434,501 | 451,664 | 469,505 | 432,450 | 447,585 | 463,251 | 409,465 | 248,796 | 4,562,455 |
| Transfers from Reserve | | (12,500,000) | (10,250,000) | - | - | - | - | - | - | (2,000,000) | (5,000,000) | (29,750,000) |
| Closing Balance | FS1 | 20,832,042 | 11,000,033 | 11,434,534 | 11,886,198 | 12,355,703 | 12,788,152 | 13,235,738 | 13,698,989 | 12,108,453 | 7,357,249 | 7,357,249 |



Strategic Financial Projections - Reserve Funds

Supporting
Schedule SS2

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Major Infrastructure Projects Reserve | | | | | | | | | | | | |
| Opening Balance | | 26,694,120 | 28,262,826 | 29,379,208 | 25,342,186 | 15,948,203 | 11,380,657 | 3,498,980 | 3,621,444 | 3,748,195 | 3,879,381 | 26,694,120 |
| Transfers to Reserve | | 5,500,000 | - | - | - | - | - | - | - | - | - | 5,500,000 |
| Interest Revenue | | 1,068,706 | 1,116,382 | 962,979 | 606,016 | 432,454 | 118,323 | 122,464 | 126,751 | 131,187 | 135,778 | 4,821,040 |
| Transfers from Reserve | | (5,000,000) | - | (5,000,000) | (10,000,000) | (5,000,000) | (8,000,000) | - | - | - | - | (33,000,000) |
| Closing Balance | FS1 | 28,262,826 | 29,379,208 | 25,342,186 | 15,948,203 | 11,380,657 | 3,498,980 | 3,621,444 | 3,748,195 | 3,879,381 | 4,015,160 | 4,015,160 |
| Provisional Capital Program Reserve | | | | | | | | | | | | |
| Opening Balance | | 3,299,394 | 3,429,756 | 2,525,731 | 2,625,498 | 1,689,705 | 1,756,448 | 1,817,924 | 1,881,551 | 1,947,406 | 2,015,565 | 3,299,394 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 130,362 | 95,975 | 99,766 | 64,207 | 66,743 | 61,476 | 63,627 | 65,854 | 68,159 | 70,545 | 786,716 |
| Transfers from Reserve | | - | (1,000,000) | - | (1,000,000) | - | - | - | - | - | - | (2,000,000) |
| Closing Balance | FS1 | 3,429,756 | 2,525,731 | 2,625,498 | 1,689,705 | 1,756,448 | 1,817,924 | 1,881,551 | 1,947,406 | 2,015,565 | 2,086,110 | 2,086,110 |
| Council House Refurbishment Reserve | | | | | | | | | | | | |
| Opening Balance | | 4,372,875 | 4,025,823 | 4,184,843 | 4,350,144 | 4,521,975 | 4,700,593 | 4,865,114 | 5,035,393 | 5,211,632 | 5,394,039 | 4,372,875 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 152,948 | 159,020 | 165,301 | 171,831 | 178,618 | 164,521 | 170,279 | 176,239 | 182,407 | 188,791 | 1,709,955 |
| Transfers from Reserve | | (500,000) | - | - | - | - | - | - | - | - | - | (500,000) |
| Closing Balance | FS1 | 4,025,823 | 4,184,843 | 4,350,144 | 4,521,975 | 4,700,593 | 4,865,114 | 5,035,393 | 5,211,632 | 5,394,039 | 5,582,830 | 5,582,830 |
| Parking Related Reserves | | | | | | | | | | | | |
| Parking Levy Reserve | | | | | | | | | | | | |
| Opening Balance | | 5,632,585 | 9,481,974 | 7,480,155 | 7,122,048 | 7,269,545 | 7,422,869 | 8,066,925 | 7,698,523 | 8,352,228 | 9,028,811 | 5,632,585 |
| Transfers to Reserve | | 22,000,000 | 16,250,000 | 18,000,000 | 18,500,000 | 18,500,000 | 19,000,000 | 18,000,000 | 19,000,000 | 19,000,000 | 19,000,000 | 187,250,000 |
| Interest Revenue | | 201,922 | 284,239 | 270,631 | 276,236 | 282,062 | 272,795 | 260,337 | 282,442 | 305,322 | 329,003 | 2,764,988 |
| Transfers from Reserve | | (18,352,533) | (18,536,058) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (18,628,738) | (185,918,497) |
| Closing Balance | FS1 | 9,481,974 | 7,480,155 | 7,122,048 | 7,269,545 | 7,422,869 | 8,066,925 | 7,698,523 | 8,352,228 | 9,028,811 | 9,729,076 | 9,729,076 |
| Parking Facilities Reserve | | | | | | | | | | | | |
| Opening Balance | | 10,188,622 | 9,549,477 | 9,926,681 | 8,239,785 | 6,486,257 | 8,821,464 | 9,130,215 | 9,449,773 | 9,780,515 | 10,122,833 | 10,188,622 |
| Transfers to Reserve | | 2,000,000 | - | 1,000,000 | - | 2,000,000 | - | - | - | - | - | 5,000,000 |
| Interest Revenue | | 360,855 | 377,204 | 313,104 | 246,472 | 335,207 | 308,751 | 319,558 | 330,742 | 342,318 | 354,299 | 3,288,510 |
| Transfers from Reserve | | (3,000,000) | - | (3,000,000) | (2,000,000) | - | - | - | - | - | - | (8,000,000) |
| Closing Balance | FS1 | 9,549,477 | 9,926,681 | 8,239,785 | 6,486,257 | 8,821,464 | 9,130,215 | 9,449,773 | 9,780,515 | 10,122,833 | 10,477,132 | 10,477,132 |
| Waste Management Reserves | | | | | | | | | | | | |
| Refuse Disposal & Treatment Reserve | | | | | | | | | | | | |
| Opening Balance | | 4,271,259 | 4,439,385 | 4,614,741 | 4,797,023 | 4,986,505 | 5,183,472 | 5,364,894 | 5,552,665 | 5,747,008 | 5,948,154 | 4,271,259 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 168,126 | 175,356 | 182,282 | 189,482 | 196,967 | 181,422 | 187,771 | 194,343 | 201,145 | 208,185 | 1,885,080 |
| Transfers from Reserve | | - | - | - | - | - | - | - | - | - | - | 0 |
| Closing Balance | FS1 | 4,439,385 | 4,614,741 | 4,797,023 | 4,986,505 | 5,183,472 | 5,364,894 | 5,552,665 | 5,747,008 | 5,948,154 | 6,156,339 | 6,156,339 |



| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|-----------------------------------|-----|---------------|-----------|-------------|-------------|-------------|---------------|-------------|-------------|-------------|-----------|---------------|
| Tactical Reserves | | | | | | | | | | | | |
| Heritage Incentive Reserve | | | | | | | | | | | | |
| Opening Balance | | 2,642,966 | 3,787,224 | 4,976,319 | 5,172,884 | 5,377,213 | 5,589,613 | 5,785,249 | 5,987,733 | 6,197,304 | 6,414,209 | 0 |
| Transfers to Reserve | | 1,000,000 | 1,000,000 | - | - | - | - | - | - | - | - | 2,000,000 |
| Interest Revenue | | 144,258 | 189,095 | 196,565 | 204,329 | 212,400 | 195,636 | 202,484 | 209,571 | 216,906 | 224,497 | 1,995,741 |
| Transfers from Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Closing Balance | FS1 | 3,787,224 | 4,976,319 | 5,172,884 | 5,377,213 | 5,589,613 | 5,785,249 | 5,987,733 | 6,197,304 | 6,414,209 | 6,638,707 | 3,995,741 |
| Employee Entitlements Reserve | | | | | | | | | | | | |
| Opening Balance | | 4,951,931 | 5,146,688 | 5,349,982 | 5,561,306 | 5,780,978 | 6,009,327 | 6,219,653 | 6,437,341 | 6,662,648 | 6,895,841 | 4,951,931 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 194,757 | 203,294 | 211,324 | 219,672 | 228,349 | 210,326 | 217,688 | 225,307 | 233,193 | 241,354 | 2,185,264 |
| Transfers from Reserve | | - | - | - | - | - | - | - | - | - | - | 0 |
| Closing Balance | FS1 | 5,146,688 | 5,349,982 | 5,561,306 | 5,780,978 | 6,009,327 | 6,219,653 | 6,437,341 | 6,662,648 | 6,895,841 | 7,137,195 | 7,137,195 |
| Neighbourhood Initiatives Reserve | | | | | | | | | | | | |
| Opening Balance | | 3,002,183 | 3,120,152 | 3,243,398 | 3,371,512 | 3,504,687 | 3,643,122 | 3,770,631 | 3,902,603 | 4,039,195 | 4,180,566 | 3,002,183 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 117,969 | 123,246 | 128,114 | 133,175 | 138,435 | 127,509 | 131,972 | 136,591 | 141,372 | 146,320 | 1,324,703 |
| Transfers from Reserve | | - | - | - | - | - | - | - | - | - | - | 0 |
| Closing Balance | FS1 | 3,120,152 | 3,243,398 | 3,371,512 | 3,504,687 | 3,643,122 | 3,770,631 | 3,902,603 | 4,039,195 | 4,180,566 | 4,326,886 | 4,326,886 |
| Sponsorship Reserve | | | | | | | | | | | | |
| Opening Balance | | 3,071,489 | 3,136,741 | 3,260,642 | 3,389,438 | 3,523,320 | 3,662,492 | 3,790,679 | 3,923,353 | 4,060,670 | 4,202,793 | 3,071,489 |
| Transfers to Reserve | | 5,410,000 | 5,000,000 | 5,000,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 | 53,910,000 |
| Interest Revenue | | 65,252 | 123,901 | 128,795 | 133,883 | 139,171 | 128,187 | 132,674 | 137,317 | 142,123 | 147,098 | 1,278,402 |
| Transfers from Reserve | | (5,410,000) - | 5,000,000 | (5,000,000) | (5,500,000) | (5,500,000) | (5,500,000) - | 5,500,000 - | 5,500,000 - | 5,500,000 - | 5,500,000 | (53,910,000) |
| Closing Balance | FS1 | 3,136,741 | 3,260,642 | 3,389,438 | 3,523,320 | 3,662,492 | 3,790,679 | 3,923,353 | 4,060,670 | 4,202,793 | 4,349,891 | 4,349,891 |
| Major Events Activation Reserve | | | | | | | | | | | | |
| Opening Balance | | 2,096,691 | 2,038,877 | 2,119,413 | 2,203,129 | 2,290,153 | 3,420,114 | 3,539,818 | 3,663,712 | 3,791,942 | 3,924,660 | 2,096,691 |
| Transfers to Reserve | | - | - | - | - | 1,000,000 | - | - | - | - | - | 1,000,000 |
| Interest Revenue | | 72,186 | 80,536 | 83,717 | 87,024 | 129,961 | 119,704 | 123,894 | 128,230 | 132,718 | 137,363 | 1,095,332 |
| Transfers from Reserve | | (130,000) | - | - | - | - | - | - | - | - | - | (130,000) |
| Closing Balance | FS1 | 2,038,877 | 2,119,413 | 2,203,129 | 2,290,153 | 3,420,114 | 3,539,818 | 3,663,712 | 3,791,942 | 3,924,660 | 4,062,023 | 4,062,023 |
| Inactive Reserves | | | | | | | | | | | | |
| Concert Hall Reserve | | | | | | | | | | | | |
| Opening Balance | | 4,123,923 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,123,923 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserve | | (4,123,923) | - | - | - | - | - | - | - | - | - | (4,123,923) |
| Closing Balance | FS1 | 0 | | | | | | | | | | |



Strategic Financial Projections - Reserve Funds

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| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|
| David Jones Bridge Reserve | | | | | | | | | | | | |
| Opening Balance | | 415,593 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | 415,593 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 | 0 |
| Transfers from Reserve | | (415,593) | - | 0 | 0 | 0 | 0 | - | - | - | - | (415,593) |
| Closing Balance | FS1 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) |
| Art Acquisition Reserve | | | | | | | | | | | | |
| Opening Balance | | 365,797 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | 365,797 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 - | 0 | 0 |
| Transfers from Reserve | | (365,797) | - | 0 | 0 | 0 | 0 | - | - | - | - | (365,797) |
| Closing Balance | FS1 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) |
| Public Art Reserve | | | | | | | | | | | | |
| Opening Balance | | 264,441 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | 264,441 |
| Transfers to Reserve | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - |
| Interest Revenue | | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | 0 |
| Transfers from Reserve | | (264,441) | - | - | - | - | - | - | - | - | - | (264,441) |
| Closing Balance | FS1 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) |
| Organisational Reform Reserve | | | | | | | | | | | | |
| Opening Balance | | 686,340 | 0 | 0 | 0 | 0 | (0) | (0) | (0) | (0) | (0) | 686,340 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserve | | (686,340) | - | 0 | 0 | 0 | 0 | - | - | - | - | (686,340) |
| Closing Balance | FS1 | 0 | 0 | 0 | 0 | (0) | (0) | (0) | (0) | (0) | (0) | (0) |
| Bonus Plot Ratio Reserve | | | | | | | | | | | | |
| Opening Balance | | 715,938 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 715,938 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers from Reserve | | (715,938) | - | 0 | 0 | 0 | 0 | - | - | - | - | (715,938) |
| Closing Balance | FS1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Covid 19 Economic Rebound Reserve | | | | | | | | | | | | |
| Opening Balance | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers to Reserve | | - | - | - | - | - | - | - | - | - | - | - |
| Interest Revenue | | - | - | - | - | - | - | - | - | - | - | - |
| Transfers from Reserve | | 0 | - | 0 | 0 | 0 | 0 | - | - | - | - | 0 |
| Closing Balance | FS1 | 0 | 0 | 0 | 0 | (1) | 0 | 0 | 0 | 0 | 0 | (1) |



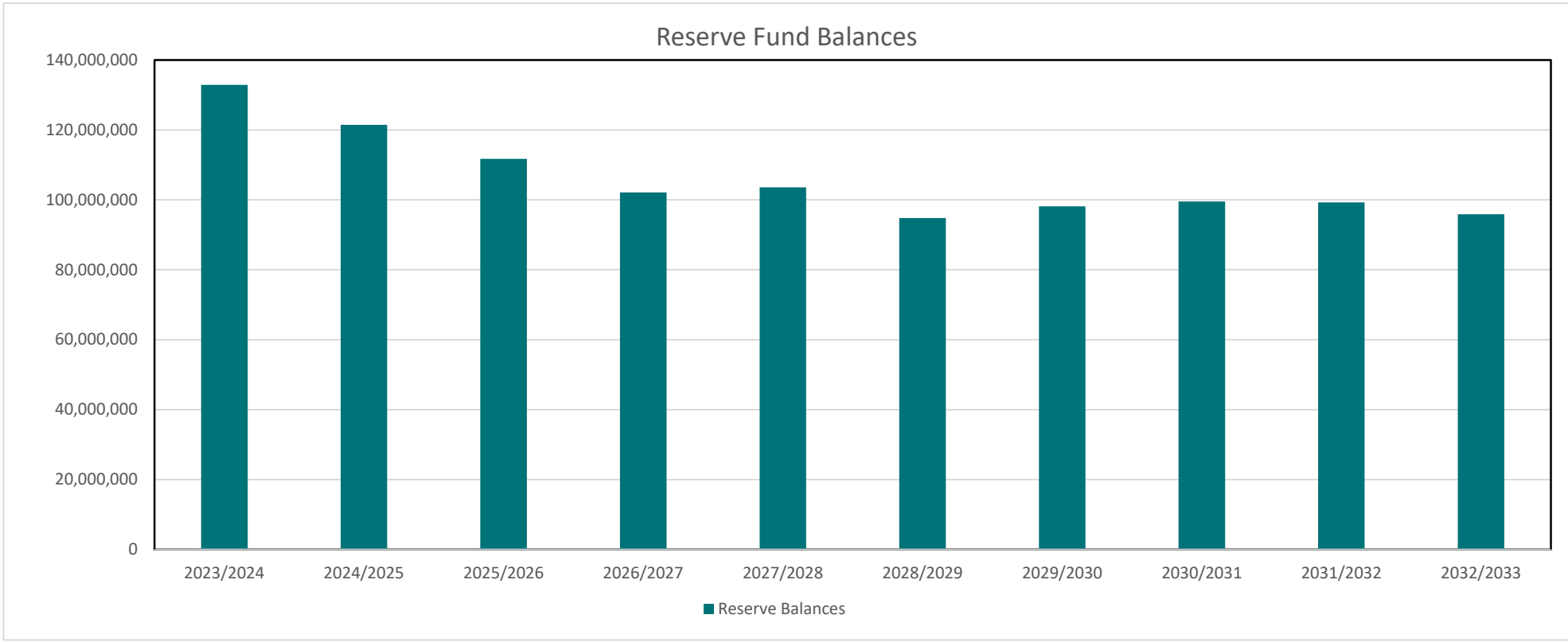
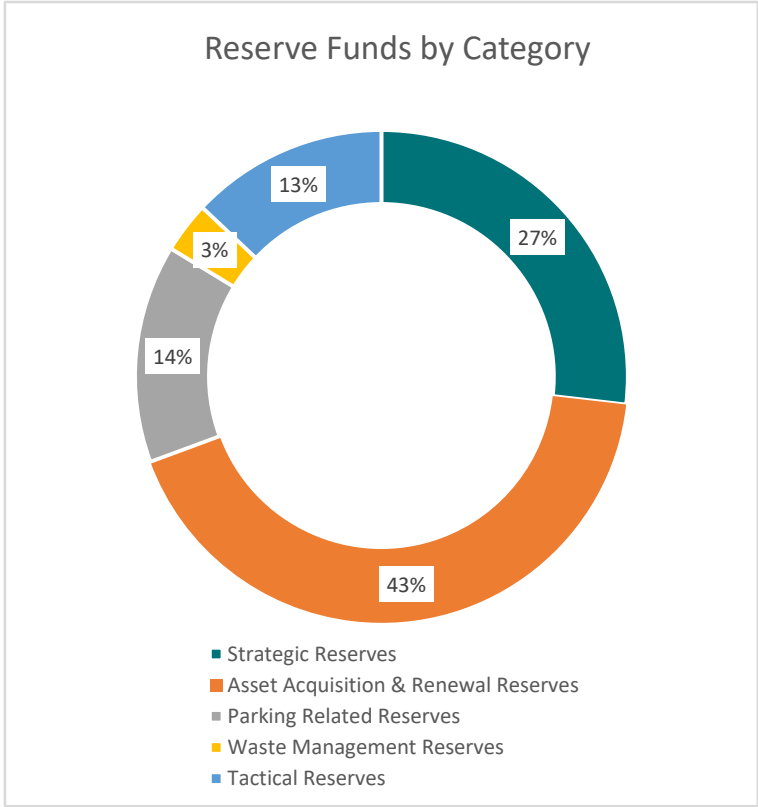
Strategic Financial Projections - Reserve Funds

Supporting
Schedule SS2

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--|-----|-------------|-------------|-------------|-------------|-------------|------------|------------|------------|------------|------------|---------------|
| Summary by Reserve Type | | | | | | | | | | | | |
| Strategic Reserves | | 35,632,742 | 33,401,985 | 28,120,539 | 28,867,475 | 29,643,915 | 26,179,202 | 27,768,224 | 26,307,862 | 25,158,637 | 23,969,190 | 23,969,190 |
| Asset Acquisition & Renewal Reserves | | 56,550,447 | 47,089,815 | 43,752,362 | 34,046,081 | 30,193,401 | 22,970,170 | 23,774,126 | 24,606,220 | 23,397,438 | 19,041,348 | 19,041,348 |
| Parking Related Reserves | | 19,031,451 | 17,406,836 | 15,361,833 | 13,755,802 | 16,244,333 | 17,197,140 | 17,148,296 | 18,132,742 | 19,151,644 | 20,206,208 | 20,206,208 |
| Waste Management Reserves | | 4,439,385 | 4,614,741 | 4,797,023 | 4,986,505 | 5,183,472 | 5,364,894 | 5,552,665 | 5,747,008 | 5,948,154 | 6,156,339 | 6,156,339 |
| Tactical Reserves | | 17,229,682 | 18,949,754 | 19,698,270 | 20,476,351 | 22,324,667 | 23,106,031 | 23,914,742 | 24,751,758 | 25,618,069 | 26,514,702 | 26,514,702 |
| Inactive Reserves | | - | - | - | - | - | - | - | - | - | - | 0 |
| Closing Balance | FS1 | 132,883,707 | 121,463,132 | 111,730,027 | 102,132,214 | 103,589,788 | 94,817,437 | 98,158,053 | 99,545,591 | 99,273,942 | 95,887,786 | 95,887,786 |

| | | | | | | | | | | | | |
|---|-----|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Summary of Reserve Movements | | | | | | | | | | | | |
| Opening Balance | | 143,107,783 | 132,883,707 | 121,463,131 | 111,730,027 | 102,132,214 | 103,589,788 | 94,817,436 | 98,158,053 | 99,545,590 | 99,273,942 | 143,107,783 |
| Transfers to Reserve | | 38,625,938 | 22,250,000 | 27,000,000 | 25,000,000 | 27,000,000 | 27,500,000 | 24,500,000 | 25,500,000 | 24,500,000 | 24,500,000 | 266,375,938 |
| Interest Revenue | | 4,814,551 | 4,615,482 | 4,245,634 | 3,880,926 | 3,936,312 | 3,206,387 | 3,319,354 | 3,366,276 | 3,357,090 | 3,242,582 | 37,984,594 |
| Transfers from Reserve | | (53,664,565) | (38,286,058) | (40,978,738) | (38,478,738) | (29,478,738) | (39,478,738) | (24,478,738) | (27,478,738) | (28,128,738) | (31,128,738) | (351,580,529) |
| Closing Balance | FS1 | 132,883,707 | 121,463,131 | 111,730,027 | 102,132,214 | 103,589,788 | 94,817,436 | 98,158,053 | 99,545,590 | 99,273,942 | 95,887,786 | 95,887,786 |

Reserve Funds 2023/24 - 2032/33





Strategic Financial Projections - Borrowings

Supporting
Schedule SS3

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|---------------------------------|-----|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|---------------|
| City Loan Borrowings | | | | | | | | | | | | |
| Proposed Borrowings | | | | | | | | | | | | |
| Loan 169 - Major Capital | | | | | | | | | | | | |
| Loan Amount: | | - | | | | | | | | | | |
| Matures: | | | | | | | | | | | | |
| Interest Rate: | | | | | | | | | | | | |
| Opening Balance | | - | - | - | - | - | - | - | - | - | - | 0 |
| Principal Repayment | | - | - | - | - | - | - | - | - | - | - | 0 |
| Interest Expense | | - | - | - | - | - | - | - | - | - | - | 0 |
| Loan Guarantee Fee | | - | - | - | - | - | - | - | - | - | - | 0 |
| Outstanding Principal Balance | FS1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Loan 170 - Major Capital | | | | | | | | | | | | |
| Loan Amount: | | | | | | 10,000,000 | | | | | | |
| Matures: | | | | | | | | | | | | |
| Interest Rate: | | | | | | | | | | | | |
| Opening Balance | | - | - | - | - | 10,000,000 | 9,599,696 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | 0 |
| Principal Repayment | | - | - | - | - | (400,304) | (828,170) | (866,328) | (906,244) | (948,000) | (991,679) | (4,940,724) |
| Interest Expense | | - | - | - | - | (224,246) | (420,930) | (382,772) | (342,855) | (301,100) | (257,420) | (1,929,322) |
| Loan Guarantee Fee | | - | - | - | - | - | - | - | - | - | - | - |
| Outstanding Principal Balance | FS1 | - | - | - | - | 9,599,696 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | 5,059,276 | (4,940,724) |
| Summary of Borrowings | | | | | | | | | | | | |
| Existing Borrowings | | | | | | | | | | | | |
| Opening Balance | | - | - | - | - | - | - | - | - | - | - | 0 |
| Principal Repayment | | - | - | - | - | - | - | - | - | - | - | 0 |
| Interest Expense | | - | - | - | - | - | - | - | - | - | - | 0 |
| Loan Guarantee Fee | | - | - | - | - | - | - | - | - | - | - | - |
| Outstanding Principal Balance | FS5 | - | - | - | - | - | - | - | - | - | - | - |
| Proposed Borrowings | | | | | | | | | | | | |
| Opening Balance | | 0 | 0 | 0 | 0 | 10,000,000 | 9,599,696 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | - |
| Principal Repayment | | 0 | 0 | 0 | 0 | (400,304) | (828,170) | (866,328) | (906,244) | (948,000) | (991,679) | (3,949,045) |
| Interest Expense | | 0 | 0 | 0 | 0 | (224,246) | (420,930) | (382,772) | (342,855) | (301,100) | (257,420) | (1,671,902) |
| Loan Guarantee Fee | | - | - | - | - | - | - | - | - | - | - | - |
| Outstanding Principal Balance | FS5 | 0 | 0 | 0 | 0 | 9,599,696 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | 5,059,276 | (3,949,045) |



Strategic Financial Projections - Borrowings

Supporting
Schedule SS3

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|--------------------------------------|-----|-----------|-----------|-----------|-----------|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| All Loan Borrowings | | | | | | | | | | | | |
| Opening Balance | | 0 | 0 | 0 | 0 | 10,000,000 | 9,599,696 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | 10,000,000 |
| Principal Repayment | | 0 | 0 | 0 | 0 | (400,304) | (828,170) | (866,328) | (906,244) | (948,000) | (991,679) | (3,949,045) |
| Interest Expense | | 0 | 0 | 0 | 0 | (224,246) | (420,930) | (382,772) | (342,855) | (301,100) | (257,420) | (1,671,902) |
| Loan Guarantee Fee | | - | - | - | - | - | - | - | - | - | - | 0 |
| Outstanding Principal Balance | FS5 | 0 | 0 | 0 | 0 | 9,599,696 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | 5,059,276 | 6,050,955 |
| New Borrowings | | | | | | | | | | | | |
| | | 0 | - | - | - | 10,000,000 | - | - | - | - | - | 10,000,000 |
| Loan Balances at Year End | | | | | | | | | | | | |
| Current Borrowings | | 0 | 0 | 0 | 0 | 828,170 | 866,328 | 906,244 | 948,000 | 991,679 | 1,037,371 | 991,679 |
| Non Current Borrowings | | 0 | 0 | 0 | 0 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | 5,059,276 | 4,021,905 | 5,059,276 |
| Total Borrowings | FS5 | - | - | - | - | 9,599,696 | 8,771,527 | 7,905,199 | 6,998,955 | 6,050,955 | 5,059,276 | 6,050,955 |



Strategic Financial Projections - Capital Summary Schedule

Supporting
Schedule SS4

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|---|----------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------|
| Asset Renewal - Infrastructure | | | | | | | | | | | | |
| Civil Structure (Bridge, O/Underpass) | | 0 | 0 | 0 | | | | | | | | 0 |
| Drainage | REN | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) | (500,000) | (5,000,000) |
| Foreshore & River Assets | REN | (708,800) | (2,274,400) | (841,200) | (2,032,250) | (2,408,000) | (1,973,000) | (2,723,600) | (3,105,200) | (3,235,200) | (2,100,000) | (21,401,650) |
| Lighting & Electrical | REN | (4,490,000) | (4,610,000) | (4,940,000) | (4,140,000) | (5,220,000) | (4,850,000) | (5,000,000) | (5,000,000) | (5,000,000) | (5,000,000) | (48,250,000) |
| Other Infrastructure | REN | (540,000) | | | | | | | | | | (540,000) |
| Park Furniture | REN | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (3,500,000) |
| Parks & Landscape | REN | (1,095,000) | (665,000) | (660,000) | (682,500) | (682,500) | (682,500) | (712,500) | (712,500) | (712,500) | (800,000) | (7,405,000) |
| Path & Kerb | REN | (615,000) | (1,000,000) | (800,000) | (800,000) | (800,000) | (800,000) | (800,000) | (800,000) | (800,000) | (800,000) | (8,015,000) |
| Roads | REN | (4,044,000) | (3,680,000) | (3,730,000) | (3,760,000) | (3,800,000) | (3,800,000) | (3,900,000) | (3,900,000) | (3,900,000) | (3,700,000) | (38,214,000) |
| Street Furniture | REN | (20,000) | (20,000) | (20,000) | (20,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (380,000) |
| Unallocated | REN | - | - | (850,000) | (1,350,000) | (2,000,000) | (500,000) | (1,500,000) | (2,000,000) | (1,500,000) | (2,500,000) | (12,200,000) |
| Asset Renewals - Infrastructure | FS1 | (12,362,800) | (13,099,400) | (12,691,200) | (13,634,750) | (15,810,500) | (13,505,500) | (15,536,100) | (16,417,700) | (16,047,700) | (15,800,000) | (144,905,650) |
| Asset Renewal - Non Infrastructure | | | | | | | | | | | | |
| Buildings - TBD after Property Review | REN | (15,780,000) | (8,795,000) | (7,005,000) | (5,765,000) | (7,605,000) | (6,440,000) | (6,570,000) | (6,380,000) | (6,500,000) | (6,750,000) | (77,590,000) |
| Plant & Equipment | REN | (1,693,750) | (280,000) | (1,234,500) | (3,358,000) | (3,215,000) | (2,421,000) | (882,000) | (656,500) | (3,241,250) | (2,300,000) | (19,282,000) |
| Public Art | REN | | | | | | | | | | | 0 |
| Technology | REN | (1,685,250) | (1,523,750) | (940,500) | (1,013,500) | (1,523,750) | (940,500) | (940,500) | (1,925,500) | (1,925,500) | (2,000,000) | (14,418,750) |
| Vehicles | REN | (1,081,500) | (1,226,000) | (1,019,000) | (463,500) | (1,057,100) | (1,302,000) | (1,612,300) | (454,000) | (1,116,000) | (1,000,000) | (10,331,400) |
| CCTV Replacements | REN | | (340,000) | (500,000) | | | | (500,000) | | | (750,000) | (2,090,000) |
| Parking Ticket Machines | REN | (3,000,000) | | (3,000,000) | (2,000,000) | | | | | | | (8,000,000) |
| Xmas Decoration Renewal / Acquisitions | REN | (450,000) | | (1,000,000) | | | (1,000,000) | | | (1,000,000) | | (3,450,000) |
| Unallocated | REN | - | - | (1,500,000) | (950,000) | (710,000) | (116,500) | (1,525,200) | (3,084,000) | (1,000,000) | (3,000,000) | (11,885,700) |
| Asset Renewals - Non Infrastructure | FS1 | (23,690,500) | (12,164,750) | (16,199,000) | (13,550,000) | (14,110,850) | (12,220,000) | (12,030,000) | (12,500,000) | (14,782,750) | (15,800,000) | (147,047,850) |
| Total Asset Renewal | FS1 | (36,053,300) | (25,264,150) | (28,890,200) | (27,184,750) | (29,921,350) | (25,725,500) | (27,566,100) | (28,917,700) | (30,830,450) | (31,600,000) | (291,953,500) |
| Major Discretionary / New / Upgrade Projects | | | | | | | | | | | | |
| Event Infrastructure | EMES | (350,000) | (2,000,000) | | | | | | | | | (2,350,000) |
| Major Streets Enhancement | EMES | (1,250,000) | (750,000) | (750,000) | (750,000) | (750,000) | (750,000) | (750,000) | | | | (5,750,000) |
| Lighting Enhancements - Light it Up | EMES | (300,000) | (300,000) | (300,000) | (300,000) | | | | | | | (1,200,000) |
| Laneways Refresh Program | NOM | (500,000) | (850,000) | (500,000) | (500,000) | | | | | | | (2,350,000) |
| Public Space Strategy Implementation | EMES | (180,000) | (500,000) | (4,000,000) | (5,000,000) | (2,500,000) | (2,500,000) | (2,500,000) | (2,500,000) | (2,500,000) | (2,500,000) | (24,680,000) |
| Urban Forest Program | COU | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) | (500,000) | (3,650,000) |
| Herrisson Island Enhancements | EMES | | (300,000) | | | | | | | | | (300,000) |
| CBD Toilet Facilities | NOM | (350,000) | | | | | | | | | | (350,000) |
| ICT System Consolidation Project | COU | (1,500,000) | (5,400,000) | (4,800,000) | | | | | | | | (11,700,000) |
| Two Way Streets Program | | | | | | | | | | | | |
| Hay Street East (Victoria - Bennett) | OTH | (1,000,000) | (6,000,000) | (4,300,000) | | | | | | | | (11,300,000) |
| Hill St (Adelaide Tce - Lord St) | OTH | | (250,000) | (3,360,000) | (5,000,000) | | | | | | | (8,610,000) |
| Hay Street West (William - Elder) | OTH | (280,000) | (250,000) | (1,000,000) | (4,200,000) | (2,000,000) | | | | | | (7,730,000) |
| Hay Street West (Elder - Thomas) | OTH | | (330,000) | (250,000) | (1,000,000) | (5,000,000) | (4,000,000) | | | | | (10,580,000) |
| Murray Street West (Elder - Thomas) | OTH | | | (370,000) | (240,000) | (11,000,000) | | | | | | (11,610,000) |
| Thomas St Road Widening | OTH | | | | (500,000) | (550,000) | (13,200,000) | | | | | (14,250,000) |
| City Deal - CBD Bike Path Funding | DEAL | (7,886,000) | (4,823,000) | | | | | | | | | (12,709,000) |
| PPMA Fund Projects | PPMA | 0 | (5,330,000) | (3,275,000) | (1,325,000) | 0 | 0 | 0 | 0 | 0 | 0 | (9,930,000) |
| Winthrop Median Landscape Upgrade | OTH | (400,000) | | | | | | | | | | (400,000) |
| Winthrop / Thomas St Shared Path | GRA | 0 | | | | | | | | | | 0 |
| Future Iconic Council Projects | FUT | | (3,000,000) | (5,000,000) | (10,000,000) | (3,000,000) | (10,000,000) | (16,500,000) | (17,500,000) | (20,000,000) | (21,000,000) | (106,000,000) |
| Major Capital Projects | FS1 | (14,346,000) | (30,433,000) | (28,255,000) | (29,165,000) | (25,150,000) | (30,800,000) | (20,100,000) | (20,350,000) | (22,850,000) | (24,000,000) | (245,449,000) |



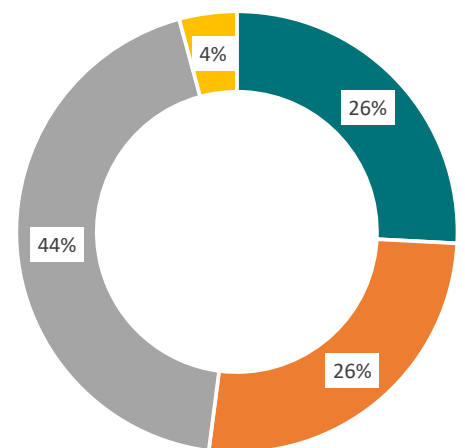
Strategic Financial Projections - Capital Summary Schedule

Supporting
Schedule SS4

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|---|------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Minor Discretionary Capital Projects | | | | | | | | | | | | |
| Entry Statements | EMES | (650,000) | | | | | | | | | | (650,000) |
| EV Charging Stations | EMES | 0 | (500,000) | | | | | | | | | (500,000) |
| Way Finding Signage | OTH | (200,000) | (190,000) | (190,000) | (50,000) | | | | | | | (630,000) |
| Discretionary Unallocated | OTH | (6,819,000) | (1,112,850) | (1,664,800) | (2,600,250) | (1,928,650) | (1,474,500) | (833,900) | (2,232,300) | (819,550) | (2,400,000) | (21,885,800) |
| Discretionary Unallocated | FS1 | (7,669,000) | (1,802,850) | (1,854,800) | (2,650,250) | (1,928,650) | (1,474,500) | (833,900) | (2,232,300) | (819,550) | (2,400,000) | (23,665,800) |
| Total Capital Program Allocation | Fs1 | (58,068,300) | (57,500,000) | (59,000,000) | (59,000,000) | (57,000,000) | (58,000,000) | (48,500,000) | (51,500,000) | (54,500,000) | (58,000,000) | (561,068,300) |
| Grant for Assets Acquisition | | | | | | | | | | | | |
| Bus Shelter Accessibility | | 2,040,000 | | | | | | | | | | 2,040,000 |
| Roads to Recovery Capital Program | | | | | | | | | | | | - |
| MRRG Program | | | | | | | | | | | | - |
| City Deal - CBD Transport Projects | | 7,886,000 | 4,823,000 | - | - | - | - | - | - | - | - | 12,709,000 |
| City Deal - Roe St | | | | | | | | | | | | - |
| PPMA Fund Projects | | - | 5,330,000 | 3,275,000 | 1,325,000 | - | - | - | - | - | - | 9,930,000 |
| Road Safety Improvement - Terrace Rd | | 650,000 | | | | | | | | | | 650,000 |
| Mounts Bay Rd | | 579,490 | | | | | | | | | | 579,490 |
| Road Projects -Approved | | 609,788 | | | | | | | | | | 609,788 |
| Lighting - Wellington Square | | 326,420 | | | | | | | | | | 326,420 |
| Unclassified - Assume % of Program | *** | - | 1,150,000 | 2,065,000 | 1,475,000 | 2,850,000 | 2,900,000 | 2,425,000 | 2,575,000 | 2,725,000 | 2,900,000 | 21,065,000 |
| Total Capital Grants & Contributions | | 12,091,698 | 11,303,000 | 5,340,000 | 2,800,000 | 2,850,000 | 2,900,000 | 2,425,000 | 2,575,000 | 2,725,000 | 2,900,000 | 47,909,698 |

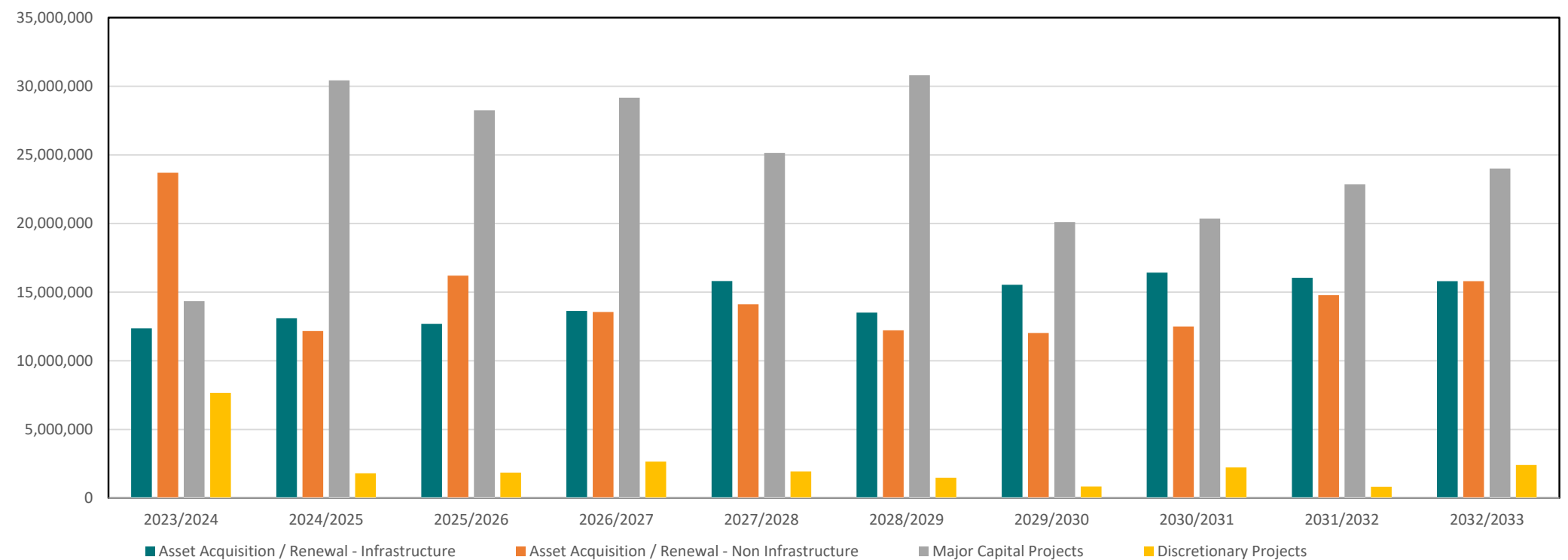
Capital Expenditure 2023/24 - 2032/33

Capital Expenditure by Category



■ Asset Acquisition / Renewal - Infrastructure
■ Asset Acquisition / Renewal - Non Infrastructure
■ Major Capital Projects
■ Discretionary Projects

Capital Expenditure by Year





Strategic Financial Projections - Capital Summary Schedule

Supporting
Schedule SS4

| Details | Ref | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 10 Year Total |
|---------------------------|-----|--------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|
| Non Capital Contributions | | | | | | | | | | | | |
| WACA Aquatic Facility | | (13,750,000) | (11,250,000) | | | | | | | | | (25,000,000) |
| Perth Concert Hall | | (4,000,000) | 0 | | | | | | | | | (4,000,000) |
| Non Capital Contributions | | (17,750,000) | (11,250,000) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (29,000,000) |

Detailed category allocation for years 1 - 5 is sourced from Asset Management Plans then year 6 - 10 will be detailed in future iterations of the Long Term Financial Plan.

Note:
For the purposes of the Long Term Financial Plan, asset renewal projects are determined from Asset Management Plan data based on asset condition ratings and modelling of appropriate intervention times through the City's Asset Management System.
Proposed projects for year 1 and 2 have also been subjected to a physical site inspection to validate the modelling. Those projects proposed for years 3 - 5 are selected using the asset management modelling data only - and will need to be validated by physical inspection prior to inclusion in future budgets. Consideration must also be given to the impact of major capital projects on planned infrastructure renewals which may result in some deletions or deferrals of renewal works. As a consequence, some re-prioritisation of projects may occur in future. Allocations for capital projects in years 6 - 10 reflect a prudent financial allocation for renewals and new / upgrade of assets to provide future Councils the opportunity to perform their asset stewardship responsibilities.



Strategic Financial Projections - Notes to the LTFP Model

Supporting Schedule
SS5

| Description | Ref | Details |
|------------------------------------|-----|--|
| Rates Revenue | N01 | Revenue derived from Rates which is the primary source of local government operating revenue. The amount required from rates is determined by the proposed cash expenditure on core services, operating programs and capital expenditure less funding from all other sources including fees & charges, grant funding, reserve funds and loan borrowings (if any). Calculated by applying a % increase to the previous year projected balance and allowing for rates growth (interim rates). |
| Fees & Charges Revenue - Parking | N02 | Fees for the use of on-street and off street carparks operated by the City of Perth. This balances parking opportunities to support visitation against effective parking management. Fees are driven by market demand and are reviewed annually. Council may offer parking incentives (reduced cost) for selected time periods and days. |
| Fees & Charges Revenue - Other | N03 | Includes statutory fees for planning and building approvals, venue hire fees for use of City operated facilities (including parks, town hall, community facilities etc) as well as charges for for services such as waste management. All fees are included in the Schedule of Fees & Charges adopted by Council each year. Calculated by applying % increases to the previous year projected balance for each sub class of fee or charge based on the fee classification (cost recovery, statutory, subsidised). |
| Operating Grants / Contributions | N04 | Includes recurrent operational grants for administration, roads maintenance etc. It also includes one-off and recurrent contributions for events & activations, government subsidies. Calculated by applying a CPI style % increases to the previous year projected balance for each type of operational grant and including known or anticipated external contributions. |
| Interest Revenue | N05 | Interest earned on investments held by the City over the course of the year. This includes Municipal & (cash backed) Reserve Fund monies. Calculated by applying anticipated interest rates to the expected average balance of cash held during each year. |
| Fines & Associated Costs | N06 | Revenue raised from infringements for breaches of local laws plus recovery of associated costs of collection of the penalty. Based on historical performance as adjusted for known significant environmental factors or change in enforcement approach. |
| Rental & Hire | N07 | Revenues derived from leasing of City owned properties and fees charged for venue hire. Calculated based on lease terms for City managed leased properties. Venue hire is calculated by applying a % increase to the previous year projected balance. |
| Other Revenue | N08 | Revenues not classified elsewhere - this includes revenue from the Containers for Change initiative as well as anticipated E Scooter license and operating revenues. Also includes minor administration revenues and commissions plus dividends from the City's investment in the Tamala Park Regional Council. Calculated by applying a % increase to the previous year projected balance. |
| Profit on Disposal of Assets | N09 | Profit calculated using recognised accounting techniques on the disposal of fixed assets. Sale proceeds less the carrying value of the assets known to be disposed in the year.. Estimated based on historical data for years 2 - 10 of the LTFP. Removed from the Rate Setting Statement and replaced with actual cash proceeds received. |
| Employee Costs | N10 | Salaries & wages, superannuation, training, safety equipment, workers compensation insurance and FBT. Calculated by applying a diminution factor to adjust for staff number changes, then applying a CPI or wage index style % increase to the previous year projected balance for EBA & state award step increases and allowing for legislative changes (increase in the SGL if appropriate). The increases are determined by the administration based on market conditions. |
| Materials & Contracts | N11 | Purchase of materials and provision of services - advisory, professional, construction, etc. Includes materials consumed in maintenance, cleaning & other contracted services. Calculated by applying relevant % increases to the previous year projected balance for each sub class of materials and contracts and adjusting for operating projects. |
| Utilities Costs | N12 | Payment for electricity for buildings and street lighting, water, gas and telephone / data costs. Calculated by applying different % increases to the previous year projected balance for each sub class of utilities. Largely driven by state government budget decisions. |
| Insurance | N13 | Payment for public liability, professional indemnity and a range of property insurances. Calculated by applying a % increase as advised by the City's insurer, to the previous year projected balance. |
| Finance Costs | N14 | Interest payable on City borrowings (if any) plus the interest component of lease payments. Calculated using the loan repayment schedules provided on all loans from the funding body (WA Treasury Corporation) and relevant lease documents. |
| Other Expenditure | N15 | Costs not classified elsewhere - primarily the payments to successful sponsorship and grant applicants. Election expenses are included in relevant years. Calculated by applying a % increase to the previous year projected balance and then allowing for anticipated sponsorship payments and non recurrent expenses. |
| Depreciation (Non Cash Expense) | N16 | Depreciation represents the annual consumption of an asset's 'service potential'. Calculated using recognised accounting principles to the projected asset values and the useful lives of asset classes. |
| Loss on Disposal | N17 | Loss calculated using recognised accounting techniques on the disposal or scrapping of fixed assets including infrastructure not fully depreciated on asset renewal. Estimated based on historical data for years 2 - 10 of the LTFP. Removed from the Rate Setting Statement as a non cash item. |
| Parking Levy | N18 | A levy payable to the state government for the licencing of paid parking bays within the Perth Parking Management Area (PPMA). This levy is set by the state government each year. The levy is calculated based on the known or anticipated licence cost per bay each year - adjusted for changes in the number of subject bays. |
| EQ Placemaking Levy | N20 | This reflects the place-making levy charged on each EQ lot by Dev WA. After the handover of the site to City of Perth control, this is expected to flow to the City of Perth. The levy is indexed in accordance with Dev WA current parameters. |
| EQ Precinct Operating Costs | N21 | Reflects the anticipated maintenance and activation costs associated with the EQ Precinct after asset handover. This reflects a combination of employee & contractor expenses. Indexed by a CPI style increase - although the City may realise some operational savings in future years, |
| Adjustment to Service Levels | N22 | Future provision for increase / (decrease) in the scope of existing services. Also includes recognition of savings from current / prior year operations. Assessed year by year and adjusted accordingly. |
| Add Back Non Cash Items | N23 | Add back of non cash costs not directly impacting the rate setting calculation. Calculated directly from values modelled each year. |
| WACA Aquatic Facility Contribution | N24 | Capped cash contribution to the WACA Aquatic Facility as part of the City Deal Initiative. As resolved by Council. |



Strategic Financial Projections - Notes to the LTFP Model

Supporting Schedule
SS5

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|---|-----|--|
| PCH Contribution | N25 | Provision for the contribution being made by the City towards the redevelopment of the Perth Concert Hall. As resolved by Council. |
| Proceeds on Sale of Assets | N26 | Actual / anticipated cash proceeds resulting from disposal of assets each year. Assessed based on historical values for years 2 - 9 of LTFP. |
| Net Increase (Decrease) in Cash Held | N27 | Reflects the net movement (change) in cash for the year as a consequence of operating, investing and financing transactions. Calculated from the operating, investing and financing cash flows shown on the Cash Flow Statement. |
| Opening Position at Beginning of Year | N28 | Represents the Net Current Asset Position adjusted for Restricted Cash and Current Borrowings. Calculated from the Balance Sheet (FS5). |
| Closing Position at End of Year | N29 | Represents the Net Current Asset Position adjusted for Restricted Cash and Current Borrowings. This becomes the Opening Position for the subsequent year. Calculated from the Balance Sheet (FS5). |
| Amount Required to be Raised from Rates | N30 | Represents the net result of offsetting all proposed expenditures including loan repayments and reserve funding against funds generated from all sources other than Rates. Calculated as the net result of all transactions included on the Rate Setting Statement. |
| Lease Principal Payment | N31 | Represents the annual cash payment for the lease for various Right to Use Assets. Calculated directly from the AASB 16 financial standard Lease Worksheets. |
| Ammortisation - Right of Use Assets | N32 | Represents the amortisation of lease principal over the term of the leases for Right to Use Assets. Calculated directly from the AASB 16 financial standard Lease Worksheets. |



FHI Radar Chart 2024 - 25



FHI Radar Chart 2025 - 26



FHI Radar Chart 2026 - 27



FHI Radar Chart 2027 - 28



FHI Radar Chart 2028 - 29



FHI Radar Chart 2029 - 30



FHI Radar Chart 2030 - 31



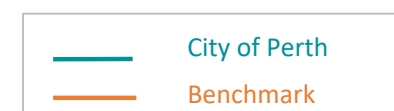
FHI Radar Chart 2031 - 32



FHI Radar Chart 2032 - 33



Ideally a FHI Score of 70 represents 'sound financial management'. A score in excess of 80 demonstrates a well rounded financial management approach in excess of industry benchmarks. The city acknowledges that its lesser scores in certain years of the plan is part of a transitional progression towards superior financial health indicators.



This publication is available in alternative
formats and language upon request.



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