

Long Term Financial Plan

2020 - 2030



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Introduction

Purpose of the Long Term Financial Plan

The Long Term Financial Plan (Plan) is a 10-year rolling plan that informs the Corporate Business Plan and allocates the necessary resources to ensure that the Strategic Community Plan priorities are achieved. The Plan seeks to provide a balanced budget for the next 10 years, providing services, programs, capital, new operating revenue and expenditure, reserve transfers and loan funding, to deliver the vision, woven by waterways, a city with a village heart.

With the provision of a 10-year Plan, the City can manage the cash flow requirements of programs, new initiatives and consider the impact of the whole of life costings for all new projects. The Plan has projected the City's financial ratios for each year and the results can be compared to the standards set by the Department of Local Government, Sport and Cultural Industries (DLGSC).

The ratio results can assist in identifying any ratios that require improvement over the life of the Plan. The Plan will ensure that the Corporate Business Plan actions can be funded and the costs to deliver the actions are known.

The Plan will assist the Council to make more informed decisions and the City can outline the details on how these decisions affect the long

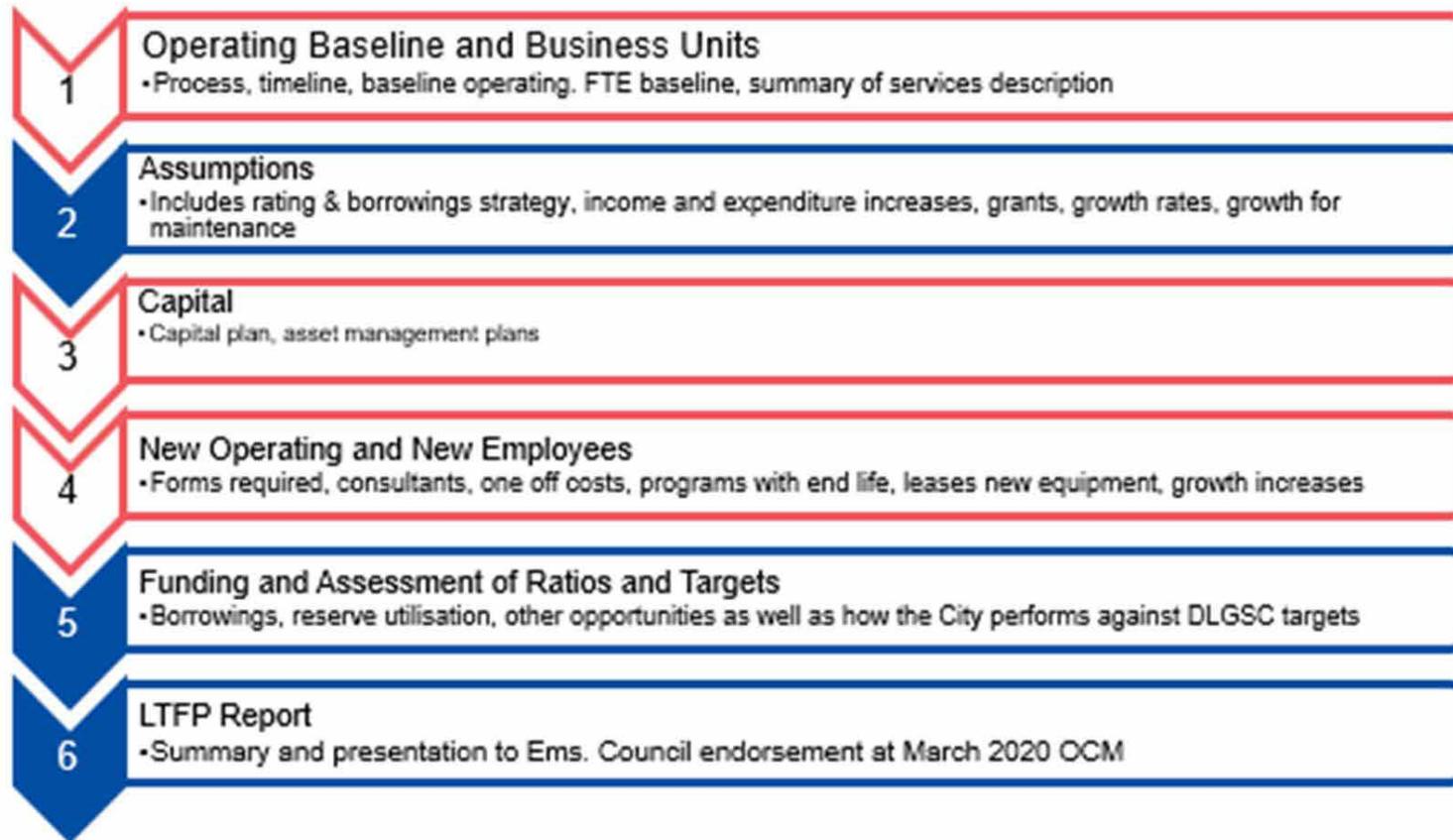
term position of the City. By Council adopting the Plan, it demonstrates a commitment to prudent financial management and greater transparency to the community in relation to the projects that the Council are committed to over the next 10 years.

It is important to emphasise that the Plan only considers projects that are known to the City at the time of the Plan's development and a flexible and adaptive approach will be taken if new opportunities arise that will deliver community benefits. A range of benefits of implementing the Plan include, but are not limited to:

1. Projects identified within the Plan provide City officers with the confidence to plan projects earlier than if the City was only focusing on a budget cycle (being one year). It provides an indication to officers when they should commence project planning and design.
2. Grant funding submissions can be lodged earlier as the Plan identifies when these projects are likely to occur.
3. It will reduce the carryover projects as the budget allocation for projects will be spread across multiple years. This brings about a long term focus instead of focusing on one year.

Process

The City has undergone an intensive process to develop the Plan which is summarised below:





Process

Operating Baseline and Business Units

The City constructed a baseline for each business unit by using the 2019/20 budget and removing one off expenditure to obtain a minimum level of revenue and expenditure that the City requires to operate the current service levels. The City's capital budget for renewals was based on the 2019/20 budget. Once the baseline was included in the Plan, the surplus for each year was determined, and these funds were available to distribute to new capital projects, new operating or increases to existing services, repayment of loan debt or transfers to reserves. These baselines are detailed by business unit in Attachment 4.

Assumptions

The City set out a list of assumptions in the Plan including but not limited to Consumer Price Index (CPI), rate increases, utility increases, growth rates and interest rates. Extensive research was conducted to find the best possible source for these assumptions. Further detail is included in the assumptions section of this report and summarised in Attachment 7.

Capital

Capital expenditure has been categorised as either renewal, upgrade or new, and these are defined as:

Renewal - An asset that is expected to increase the remaining useful life of the original asset. This can be a like for like replacement of an asset.

Upgrade - An asset that is expected to increase the economic benefit or service potential of the asset.

New - An asset that has not been previously recognised. This will also have future operational costs that will need to be factored into the Long Term Financial Plan.

For the first Plan, the City has used the 2019/20 level of expenditure for the baseline of capital renewals. The City's current asset management plans need to be reviewed to ensure the level of detail required to inform the Long Term Financial Plan is accurate. In future Plans the City's asset management plans will inform the Plan of the level of expenditure that should be spent on renewals to ensure the service level is maintained.

The City's 10 year Capital Program is provided in Attachment 3.

New Operating and New Employees

The City identified new operating initiatives and increases to existing services including new employee requirements. The new operating expenditure also includes any identified additional operating costs associated with new capital projects.

These new operating initiatives and additional employees to the workforce are detailed in Attachment 2.

Funding and Assessment of Ratios and Targets

The City has considered the DLGSC ratios when measuring performance. The DLGSC outlines advance standards for the ratios and these are included in further detail in the Ratios section of this report and in Attachment 8.

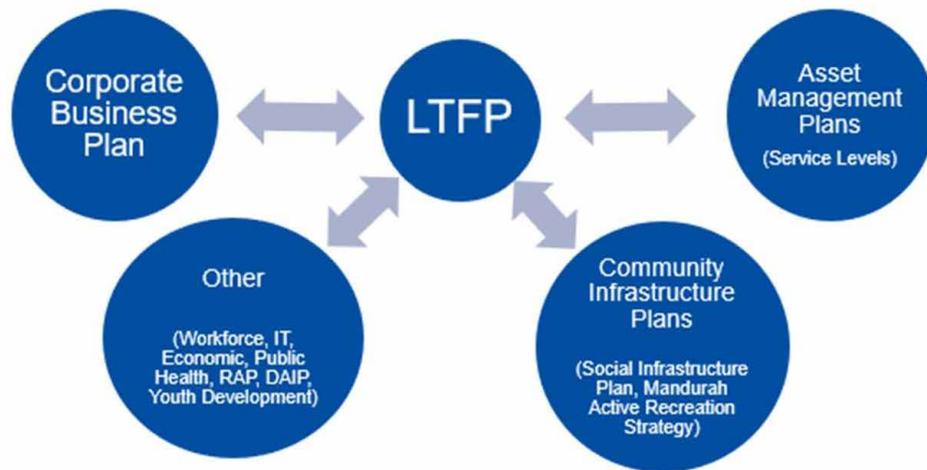
Integrated Planning Framework

Operating Baseline and Business Units

Section 5.56 of the Local Government Act 1995 provides that –

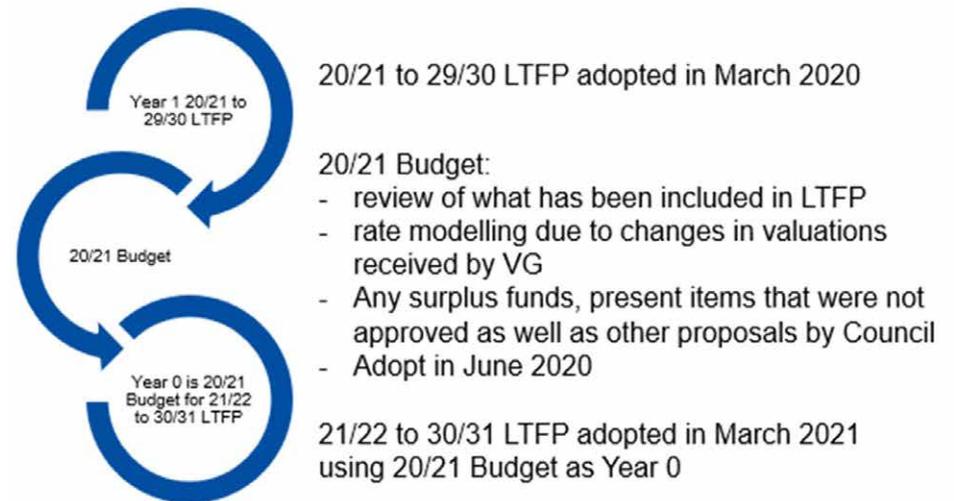
(1) a local government is to plan for the future of the district.

The plan for the future of the district is the Strategic Community Plan. To ensure a local government has a robust plan for the future, the actions to deliver the Strategic Community Plan must be costed and allocated to a particular year of delivery. Achieving the vision of the Strategic Community Plan is dependent on having costed informing plans with prioritised actions. The Plan is a collation of the Corporate Business Plan and other informing plans. The following diagram demonstrates the inputs that have been considered as part of the Plan's formulation.



The Plan needs to be interrelated to all Council plans and strategies. It is important that the actions resulting from any strategies or plans include an assessment of resource implications and the cost of delivery, for Council to make an informed decision on whether the value for money of delivering an action is supported.

Once the Plan has been endorsed by Council, City officers will prepare the annual budget based on the projects and programs that have been approved for year one of the Plan. The diagram below shows how the plan will link to the 2020/2021 budget deliberations:



Summary

City of Mandurah

The City of Mandurah is a rapidly developing residential area encompassing a total land area of 175km² including substantial waterways, coastline and bushland. The City is heavily residential and commercial based with an aging population. From the 2016 Census, the City of Mandurah has a lower portion of children (under 18) and a higher proportion of persons aged 60 or older compared to the Greater Perth area. More than 27% of the population were born overseas and 7% speak a language other than English at home.

Mandurah's main industries are retail, health care and social assistance, construction, education and training and the tourism and hospitality industries. Its Gross Regional Product is estimated at \$3.19 billion (2019) representing 1.24% of the State's Gross State Product.

The City's population was 85,302 in 2019. This is expected to increase to 111,578 by 2030 with dwellings to increase from 44,348 in 2019 to 54,219 in 2030. Growth based on dwellings and new lots created as a result of subdivision have been included in the rates revenue for each year of the Plan.

Existing services

The City provides an extensive range of services to the community including:

- Supporting, facilitating and implementing Council's responsibilities and decisions.
- Promoting and delivering economic development opportunities.

- Developing and implementing Mandurah and Murray: A Shared Economic Future.
- Delivering targeted programs to facilitate activities that support and strengthen the small business sector and Mandurah's home base business sector.
- Collaborating with key stakeholders, other local governments, State and Federal government to deliver improved regional economic outcomes.
- Funding the operations of Make Place, Visit Mandurah and Mandurah Performing Arts Centre.
- Promoting and implementing initiatives to strengthen the tourism visitation and expenditure in Mandurah.
- Delivering and facilitating a well-managed, accessible and measurable program of tourism marketing, events and experiences.
- Providing a professional level of destination development, including the development of tourism products, visitor servicing and destination planning.
- Ensuring the City has a safe working environment, prudent financial, procurement and record keeping management practices, good governance and sound internal controls.
- Providing and supporting e-government and Smart City initiatives and solutions.
- Advocating, protecting, managing, maintaining and supporting the City's digital systems and public technical infrastructure including public WiFi, CCTV, connected fibre and Internet of Things.
- Delivering and supporting the City Centre place management service, business engagement and promoting business-led projects.
- Provision of six operational community facilities, including three libraries, museum, youth centre and seniors/community centre.
- Educating, promoting, facilitating, advocating and delivering community safety, access and inclusion, strategic community planning, community development initiatives and responses.
- Assessing development approvals, subdivisions, scheme amendments, local structure plans and trading permits.
- Delivering project-based land use strategies, activity centre plans and policies.
- Managing City owned, leases and licenses.
- Delivering rangers services including animal management, parking, bushfire management and City Centre safety.
- Delivering health services including food surveillance, recreational waters and contaminated services.
- Delivering building compliance including buildings applications, demolitions and pool assessments.

- Delivering and supporting emergency management services.
- Providing and managing 150 public buildings, City's workplaces, outbuildings, minor structures and public area lighting.
- Delivering the asset renewal, upgrade and new capital infrastructure projects program.
- Managing the recreational and commercial leases of the Mandurah Ocean Marina boat pens and the Marina Chalet Park.
- Provision of coastal and waterways management.
- Delivering high standard infrastructure services to ensure effective and efficient operation of the City's road, park and fleet assets including installation, improvements and maintenance to streetscapes, active and passive reserves, trees and plants (including native plant nursery), playgrounds, cemetery, irrigation, road pavements, stormwater drainage, pedestrian and cyclist paths, street and footpath sweeping, signage and line marking.
- Managing natural areas including revegetation, weed control, fire risk and general maintenance.
- Provision of worksite traffic management, City fleet of vehicles and plant and equipment.
- Delivering engineering, traffic and transport, urban water management and landscape design and planning, surveying, strategic asset management and subdivision development management and supervision.
- Provision of waste management services.
- Refuse and recycling management including

green/junk verge collections, operation of waste facilities, illegal dumping, schools waste education and the recycling bin tagging program.

- Managing Mandurah Matters and community engagement initiatives.
- Delivering strategic civic events and functions.
- Providing the community with access to quality infrastructure to facilitate participation in sport and recreation and enable social interactions.
- Delivering the City of Mandurah Events Strategy with a focus on economic (including tourism), community engagement benefits, community and business capacity and capability.

The Plan has been prepared on the basis that the City will continue to deliver the services at the same level currently provided. The City will review these services from time to time and be committed to identifying efficiencies that will be included in the Plan when known.

The current service levels are as at the 2019/20 Current Budget excluding:

- Current contract positions
- Consultants
- Programs/projects with an end life and the decision to continue is required by Council
- One-off costs

These exclusions (consultants, contract positions, programs with an end life and one-off costs) have been removed from the baseline and the current service levels and if still required, these proposals are included in the new operating initiatives and additional employees to the workforce detailed in Attachment 2.



Key Highlights

The Plan includes the following key highlights:

Item	Details
New Capital Investment	\$85.1 million in new capital expenses across the Plan
Operating expenses	<ul style="list-style-type: none"> \$1.16 billion in operating expenditure over the Plan (excluding depreciation) Average of 2.71% increase per year in cash expenditure
Rate % increases	0% in year 1 and then 1% above CPI for all future years and an average of 0.72% growth in rates per year resulting in an additional \$39.5 million in revenue over the Plan
Loan Borrowings	Loan borrowings of \$56.5 million over the Plan resulting in a total liability of \$31.5million (increase of \$1.5 million) in year 10

Key new capital projects included in the Plan include:

- Waterfront Project
- New Operations Centre
- Lakelands Mandurah road pedestrian bridge
- Dawesville Community Centre

Assumptions

A review of assumptions will be undertaken on an annual basis at the time of the Plan revision.

After considering these parameters, the summary of the baseline is below:

SUMMARY	Baseline \$'000
Rates	80,996
Other revenues	33,478
Expenditure	(127,649)
Operating surplus/(deficit)	(13,176)
Other cash inflows inc capital grants	3,686
Capital works programme	(11,603)
Other cash outflows	(6,201)
Non-cash items	30,062
Surplus/(deficit)	2,768

The summary for the baselines of each business unit in the City are detailed in Attachment 4.



Factors

The Plan has considered the expected increases for different revenue and expenditure categories as a result of internal and external factors. The factors are explained below:

Factors	Details
Superannuation	Superannuation increasing from 9.5% in 2020/21 to 12% in 2025/26 and maintaining that level for the rest of the Plan.
Population and growth	Current population is 85,302 expected to increase to 111,578 by 2030. This is a 31% increase over the Plan.
Property growth	Current dwellings total 44,348 expected to increase to 53,478 by 2030. This is an increase of 21% over the Plan.
Consumer Price Index (CPI)	The Department of Treasury has forecast CPI to be 1.75% in 2020/21. It is projected to increase to 2.50% in 2021/22 and 2022/23. For the rest of the Plan the City has estimated that the rate will remain the same. Due to recent challenges in the market, the City expects that CPI for 2020/21 will be lower and as such have used 1.25% in year 1 and the Department of Treasury predictions for then on.
Utility Costs	WALGA Economic Briefing in August reports there has been an increase for Electricity and Street Lighting of 5.80%. The State government recently announced a freeze on increases for household utility charges and as a result, the City has used a rate of 2% for 2020/21 and 5.80% for each year after.
Waste Management Expenses	Waste expenses are fully recouped by the service fee charged to users.
Workers Compensation	Based on the Local Government Insurance Services deposit rate of 2.5% of wages.
Interest expenses	Calculated using current interest rates of 3.8%.
Rates	Rates have been applied as 0% in 2020/21 and then CPI plus 1% thereafter.
Interest Income	Interest rates for interest income are set at 0.25% below CPI.

Escalation

All figures have been escalated using assumptions based on the nature and type of revenue and expenditure. The escalations are explained below and detailed in Attachment 6:

Revenue Escalation	Details
Rates	<ul style="list-style-type: none"> Rates revenue will increase by \$37.6 million over the life of the plan. Changes in valuations have not been included in the rate revenue and any impacts will be assessed as part of the Budget deliberations, when a re-valuation year occurs.
Operating Grants, Subsidies and Contributions	<ul style="list-style-type: none"> Increase by CPI. If a project does not receive funding/contribution the project either does not commence or there will be a decrease in expenditure so that the net City contribution is the amount that is stated in the Plan.
Fees and Charges	Increase by CPI.
Interest Earnings	<ul style="list-style-type: none"> Reflect current interest rates received for term deposits. Interest income is 0.25% below CPI.
Other Revenue	Increase by CPI

Expenditure Escalation	Details
Employee Costs	<ul style="list-style-type: none"> Salaries – The current Enterprise Agreement (EA) is 2.2%. The City expects the new EA to be less than 2% and has used this in the calculations. Once the new EA has been approved the Plan will be updated to reflect the new percentage. Superannuation Guarantee – Increased by the amount required to be paid by the employer to the employee from the Australian Taxation Office. Additional Superannuation – The additional employer contribution stated in the EA is 4%. The average take-up by the employees equates to an additional employer contribution of 1.6%. Workers Compensation - Based on the LGIS deposit rate of 2.5% of wages. Remaining Employee Costs are projected to increase by CPI. Any new employee requests require an analysis of the business unit justifying the additional resource and endorsement of Council at budget adoption.
Materials and Contracts	Increase by CPI.
Refuse Charges, Tipping Fees and Waste Management Expenses	In December 2021, it is assumed that the City will move its waste disposal to waste to energy. The new State Government Waste Strategy has not been released and it is unknown whether there will be any mandatory requirements imposed on local governments as well as any additional charges to the City. Therefore, it is uncertain of the cost implications and as a result the Plan reflects current budget amounts increasing by CPI annually.
Utility Charges	The cost for electricity and street lighting has been projected to increase by 2% in 2020/21 based on the State Government's announcement that utility charges will be frozen. The City will work with WALGA to ensure that local governments will also receive no increase in year 1. 5.8% for each year thereafter based on information provided by WALGA.
Depreciation	In future versions the depreciation will reflect Asset Management Plans as these plans become more accurate.
Insurance	Excludes workers compensation. Increase by CPI.
Other Expenditure	Increase by CPI.

Projects not included in the Plan

The Plan does not include projects that are considered potential opportunities or still undergoing feasibility and due diligence. The areas of the business that are likely to be reviewed and included in the next Plan include:

1. Increase of Tims Thicket Septic cost of disposal;
2. Increase in transfer costs due to waste being diverted to Waste to Energy;
3. Impact of the recycling container deposit scheme;
4. Incorporating the business cases approved by Council and the whole of life costs. Note: It is recommended that the financial impact to the Plan relating to any changes will occur at the time that Council endorses the business case; and
5. Internal reviews that include overhead allocations, reserve allocations and the ongoing service, program and project reviews that occur throughout the City on an annual basis.

It is important to note, that the City undertakes a cost-benefit analysis of leasing versus purchasing outright of its plant and equipment and any changes to the current practice will be incorporated into the Plan. The current practice is:

- Light Fleet: purchase
- Heavy Fleet: purchase
- Plant: purchase



Key Ratios

DLGSC considers a number of ratios when measuring the performance of local governments.

These ratios are:

- Current Ratio
- Asset Consumption Ratio
- Asset Renewal Funding Ratio
- Asset Sustainability Cover Ratio
- Debt Service Ratio
- Operating Surplus Ratio
- Own Source Revenue Ratio

These ratios are defined below:

Current Ratio - Liquidity refers to how quickly and cheaply an asset can be converted into cash. A local government's liquidity is measured by the Current Ratio. This ratio provides information on the ability of a local government to meet its short-term financial obligations out of unrestricted current assets.

Asset Consumption Ratio - This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost. This ratio seeks to highlight the aged condition of a local government's stock of physical assets. If a local government is responsible for maintaining and renewing/replacing its assets in accordance with a well prepared asset management plan, then the fact that its Asset Consumption Ratio may be relatively low and/or declining should not be cause for concern – providing it is operating sustainably.

Asset Renewal Funding Ratio - This ratio is a measure of the ability of a local government to fund its projected asset renewal/replacements in the future. This ratio indicates whether the local government has the financial capacity to fund asset renewal as required and can continue to provide existing levels of services in future, without additional operating income; or reductions in operating expenses. The ratio is calculated from information included in the local government's long term financial plan and its asset management plan; not the Annual Financial Report. For the ratio to be meaningful, a consistent discount rate should generally be applied in Net Present Value (NPV) calculations.

Asset Sustainability Cover Ratio - This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out. This ratio is an estimate of the extent to which assets managed by a local government are being replaced as they reach the end of their useful lives. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense. Expenditure on new or additional assets is excluded. Depreciation expense represents an estimate of the extent to which the assets have been consumed during that period. Measuring assets at fair value is critical to the calculation of a valid depreciation expense value.

Debt Service Ratio - A local government's ability to service debt. This is the measurement of a local government's ability to produce enough cash to cover its debt payments. This ratio is the measurement of a local

government's ability to repay its debt including lease payments. The higher the ratio is, the easier it is for a local government to obtain a loan.

Operating Surplus Ratio - This ratio is a measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes. If a local government consistently achieves a positive operating surplus ratio and has soundly based long term financial plans showing that it can continue to do so in the future, having regard to asset management and the community's service level needs, then it is considered financially sustainable. A positive ratio indicates the percentage of total own source revenue available to help fund proposed capital expenditure, transfer to cash reserves or to reduce debt. A negative ratio indicates the percentage increase in total own source revenue (principally rates) that would have been required to achieve a break-even operating result.

Own Source Revenue Coverage Ratio - A local government's ability to cover its costs through its own taxing and revenue efforts. This ratio is the measurement of a local government's ability to cover its costs through its own revenue efforts. Different standards have been established to recognise the varying revenue raising capacities across the sector, where some rural and remote local governments have limited rate bases and revenue raising capacity, whereas others such as major metropolitan and regional local governments have significant rate bases and other own source revenues.

The table below shows the DLGSC's advanced standard and the City's performance over the last three year:

	Advanced Standard	2017	2018	2019
Current Ratio	>1	0.93	1.11	1.05
Asset Consumption Ratio	>0.6	0.72	0.73	0.73
Asset Renewal Funding Ratio	>0.95	1.42	1.42	1.08
Asset Sustainability Cover Ratio	>0.9	1.12	0.54	0.61
Debt Service Ratio	>5	3.04	2.25	2.77
Operating Surplus Ratio	>0.15	(0.11)	(0.09)	(0.17)
Own Source Revenue Ratio	>0.9	0.84	0.87	0.82

The Plan seeks to improve the City's ratios towards the advance standard. As a result, the last five years ratios of the Plan are reflected in the table below:

	2026	2027	2028	2029	2030
Current Ratio	1.87	1.89	1.94	2.24	2.27
Asset Consumption Ratio	0.62	0.61	0.59	0.58	0.57
Asset Renewal Funding Ratio	1.15	1.18	1.23	1.28	1.38
Asset Sustainability Cover Ratio	0.72	0.81	0.90	0.94	1.11
Debt Service Ratio	3.46	3.72	3.88	4.27	4.87
Operating Surplus Ratio	(0.06)	(0.04)	(0.02)	0	0.01
Own Source Revenue Ratio	0.91	0.93	0.94	0.96	0.97

Treatment of Annual Surpluses

Each year, it is proposed that there will be a balanced budget, that is the municipal closing balance from the previous year is nil. If there is an actual surplus once the Annual Financial Statements have been approved by Council, then the Council will consider allocating the surplus in accordance with the Treatment of Annual Surpluses Council Policy or endorse the surplus to be allocated for a specific purpose. The Treatment of Annual Surpluses Council Policy states:

Surpluses will be managed in the following manner:

Priority 1

Surplus to fund "carry over projects" and requirements of the following years budget

Priority 2

Remaining surplus to be distributed as follows:

Asset Maintenance Reserve 40%

Building Reserve 40%

Sustainability Reserve 20%

In addition, Council has the discretion to direct surpluses to other reserves if a business case is provided for this. In the case of a deficit, this should be carried forward to the next year and funded. Deficits should not be allowed to accumulate as this would place further pressure on the future financial sustainability of the City.

Continuous Improvement, Review and Changes

This is the first Plan adopted by Council. The review of the Plan will capture any Council decisions that have occurred during the year. Council will make future decisions knowing the financial impact a pending decision has on its future community and incorporating a whole of life cost in its business case.

The Plan will be revised by Council annually and any key changes to the Plan will be summarised in this section in future plans.

Funding Options

Borrowing Strategy

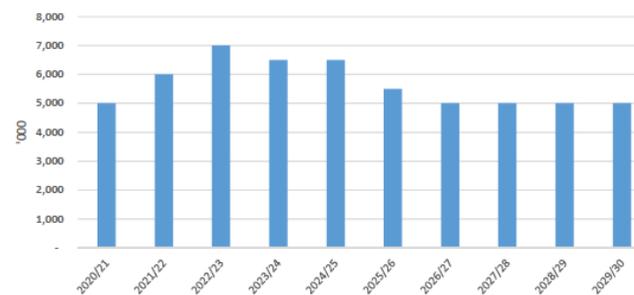
The City invests in capital expenditure that benefits inter-generations. Loan borrowings can be utilised to fund capital projects if the project can meet the following criteria:

- Benefit of the project is inter-generational, and the benefit will be longer than five years;
- The loan will be for the length of time before major intervention works are required but no more than ten years;
- The loan is to fund capital expenditure only; and
- The Debt Service Coverage Ratio in any one year cannot be less than a ratio of two with the aim to exceed five.

The City has a loan offset facility which can be used to place excess funds to decrease interest charges providing a benefit to ratepayers.

Loan costs should be modelled in the Plan, otherwise Council should be made aware of the impact of the loan borrowing on the Plan at the time of it being presented. Loan borrowings for Waste capital projects should be repaid by revenue from waste charges.

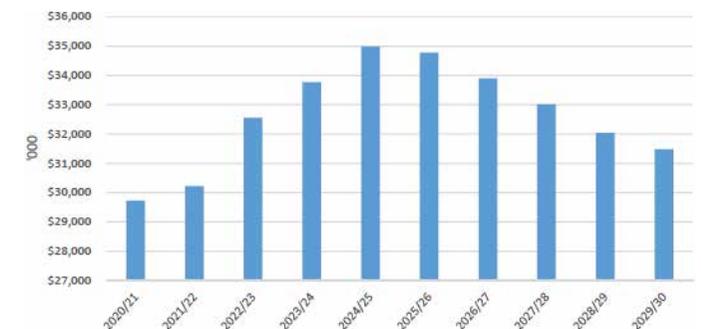
The Plan includes the following proposed new loan borrowings per year:



The recommended proposed new loan borrowings per year is \$5 million. Generally, the City repays \$5 million in principal repayments off its existing loans.

Due to the challenging economic environment expected in the 2020/21 year, the City expects to supplement rates income with higher levels of borrowing in the first five years of the plan. For the 2022/23 financial year, the proposed new loan borrowings increase is \$7 million due to the construction of the City's operations facility.

The implementation of the borrowing strategy will result in the following total outstanding debt/principal levels over the course of the Plan:



Rates Strategy

Local governments impose rates on land within their district to raise revenue to fund the services, programs and facilities provided to the community. The amount of local government rates payable is calculated using the following formula:

- Valuation of land (GRV)* x Council's set rate in the dollar

* Land is valued by the Valuer General (State Government) using either the Unimproved Value (UV) method or the Gross Rental Value (GRV) method. The method applicable for the City has been designated wholly Gross Rental Value. As the valuation is conducted by the Valuer General, the City has no control over this part of the formula.

The City may impose a single general rate which applies to all of the properties in the gross rental value category or alternatively, the City can distinguish between land on

the basis of its zoning, use or whether it is vacant land (or other characteristic set out in regulations), or a combination of these factors, and apply a differential general rate to each. The purpose of a differential rate is generally to ensure that every landowner makes a reasonable contribution to rates. The City has chosen to apply differential rate categories.

Council resolves the rate in the dollar for each differential rating category when approving the annual budget. The rate in the dollar is usually different for each rate category. Council also imposes a minimum rate for each rate category. The rates raised by the City are not intended to cover any waste expenses as this is covered by the Rubbish Service levy. The differential rating categories are set out below:

Rate Category	Object	Reason
Residential Improved	This rate is regarded as the base rate as it represents the greatest number of properties in the City.	This rate aims to ensure that the proportion of rates raised from this category is between 70% and 75% of total rates.
Residential Vacant	This rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.	This will act to stimulate economic growth and development in the community.
Business Improved	This rate is set at a higher level to recognise that certain expenditures in the budget are specifically directed towards the economic development of the City and the additional costs associated with the service provision related to business activities.	This rate will ensure that the City meets the higher level of service costs associated with business properties and the area within which they are situated, including: (a) higher provision and maintenance of road infrastructure and streetscapes including road renewals and upgrades, car parking, footpaths and traffic issues; and (b) activation, facilitation and amenity improvements to promote the economic and social attractiveness to businesses areas.
Business Vacant	This rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.	This will act to stimulate economic growth and development in the community.
Urban Development	This rate relates to land held for future development.	As with other vacant land rates, this rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.

The City also provides for specified area rates on properties to provide for future maintenance and asset replacement costs of these areas.

Other charges that can be included on a rate notice but are not limited to:

- Emergency Services Levy (ESL)*
- Swimming Pool Levies
- Rubbish Service charges

**ESL is a State Government fee that the City collects and forwards all funds received to the State Government. The City is acting as an agent for this revenue collection.*

All other charges included in the rates notice are not rates however are included in the total amount payable.

The City's rating strategy takes into consideration the key values contained within *Rating Policy Differential Rates (s.6.33) March 2016* released by the then Department of Local Government and Communities being:

- Objectivity;
- Fairness and Equity;
- Consistency;
- Transparency and Administrative Efficiency.

The rates increase for each year of the Plan including the revenue amount raised are detailed below:

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Rates Increases % (0% then CPI + 1%)	0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Rates Raised	81,696	85,255	88,939	92,752	96,698	100,782	105,010	109,385	113,914	118,601

The development of the Plan involves modelling many scenarios and options that involve the timing of projects and rates increases. Variations to the timing of projects and assumptions requires the Plan to be reviewed. The table below provides a sensitivity analysis of lower rate increases than currently predicted for the years 2021 to 2024. The table summarises the rate increases that are currently in the Plan as well as the impact of an increase or decrease of 1% over the life of the Plan.

The alternative scenarios, shown in the table below, outline the cash impacts after one and four years and the full impact on the 10 years of the Plan, are:

- Rates increases of 1% more than the current assumption
- Rates increases being 0% in the first year and then 1% less than the current assumption
- Rates increases being 0% in the first year and then 2% less than the current assumption

Scenarios	Rates Increase %				Impact on Cash \$'000		
	2020/21	2021/22	2022/23	2023/24	1 Year Impact	5 Year Impact	10 Year Impact
Proposed plan	0%	3.50%	3.50%	3.50%			
1% more than proposed	1.0%	4.50%	4.50%	4.50%	810	13,347	56,408
0% in first year then 1% less than proposed	0%	2.50%	2.50%	2.50%	-	(8,743)	(44,069)
0% in first year then 2% less than proposed	0%	1.50%	1.50%	1.50%	-	(17,316)	(85,872)

Impacts to funding the provision of services, programs and infrastructure projects and maintenance, will also have other consequences in relation to the following:

- Higher borrowings may be required
- Reserves may need to be utilised
- Projects may need to be delayed or removed
- Operating surpluses may be insufficient to cover servicing asset management costs

There are many indicators that influence Council's rate strategy. The two major influences are discussed in detail below:

External Cost Escalation Rates - Pressure is put on City expenditure as a result of external cost escalation rates. While the Consumer Price Index (CPI) can be a measure for the City when estimating the increase in expenditure, the index is tailored towards household expenditure. Whilst most multi-term contracts of provision of service, program or infrastructure refers to CPI as the escalation rate for the annual contract price, there are other escalation factors that are not fixed in a contract and that are higher than CPI. For example, the cost of utilities factors heavily on the City's expenditure and last year the increase in the unit rate for electricity usage was 3.1%. The City cannot therefore only use CPI as an indicator of cost escalations. The City is required to consider the City's enterprise agreement with staff, the rising superannuation rate, road and building construction escalation rates and interest rates when determining the total expenditure for each year. A more detail view of the assumptions and escalations used in the plan can be seen in the

Assumptions section of this report. As part of the annual review of the Plan, external cost escalation rates will be reviewed.

Community Capacity to Pay - Increases to the amount of rates paid by ratepayers can cause financial pressures on a households disposable income. The City must be mindful of the current economic conditions when determining rate increases whilst considering the levels of service and programs the community are asking for and Council wish to deliver. The average household income statistics from the National Institute of Economic and Industry Research in the table below suggests that while Mandurah has a lower disposable income than WA as an average, net savings has increased by 1% over the 2018 year. This suggests that conditions for households in Mandurah have just slightly improved in the 2019 year.

Household expenditure

Household expenditure (totals)	2018/19		2017/18	
	City of Mandurah \$	Western Australia \$	City of Mandurah \$	Western Australia \$
Food	\$9,177.03	\$11,813.37	\$9,659.47	\$11,799.72
Alcoholic Beverages & Tobacco	\$2,256.82	\$3,656.52	\$2,528.83	\$3,785.69
Clothing & Footwear	\$ 3,534.14	\$ 3,851.57	\$ 3,558.34	\$ 3,853.54
Furnishings & Equipment	\$ 4,669.56	\$ 4,886.89	\$ 4,940.11	\$ 5,156.92
Health	\$ 9,670.10	\$ 8,653.23	\$ 8,919.08	\$ 8,468.00
Transport	\$ 13,363.91	\$ 11,770.45	\$ 14,052.26	\$ 11,996.70
Communications	\$ 2,281.60	\$ 2,482.72	\$ 2,161.26	\$ 2,427.26
Recreation & Culture	\$ 11,653.05	\$ 10,084.45	\$ 11,366.10	\$ 10,159.00
Education	\$ 4,316.50	\$ 5,342.35	\$ 4,178.73	\$ 5,329.74
Hotels, Cafes & Restaurants	\$ 5,706.95	\$ 7,333.79	\$ 6,377.78	\$ 7,485.44
Miscellaneous Goods & Services	\$ 16,175.63	\$ 17,289.99	\$ 15,650.21	\$ 17,328.38
Housing	\$ 16,097.48	\$ 23,472.28	\$ 16,069.46	\$ 23,362.81
Utilities	\$ 2,764.44	\$ 3,112.56	\$ 2,749.20	\$ 3,200.12
Total Expenditure	\$ 101,667.22	\$ 1 13,750.14	\$ 1 02,210.84	\$ 1 14,353.32
Net Savings	\$ 15,073.63	\$ 32,513.02	\$ 13,705.48	\$ 32,995.65
Total Disposable Income	\$ 116,740.85	\$ 1 46,263.16	\$ 1 15,916.32	\$ 1 47,348.98

The City of Mandurah has an average savings rate of 12.9% compared to a West Australian rate of 22.2%. This suggests that the average City of Mandurah household spends more of their disposable income per year than the average West Australian household. It is worth noting however that compared to the 2017/18 year, net savings for City of Mandurah households increased by over 1% where West Australian households net savings decreased by 0.2%. City of Mandurah's household disposable income has also increased where West Australian household disposable income has decreased. City officers will continue to update the Council on the household expenditure of the Mandurah area each year, at the time of the Plan's review.

Reserves

The City's reserve balances at 30 June 2020 are estimated to total \$26.06 million. The City's current reserves will be systematically reviewed including the purpose of the reserve, amount including a cap if any, the need of the reserve and what the reserve will be spent on.

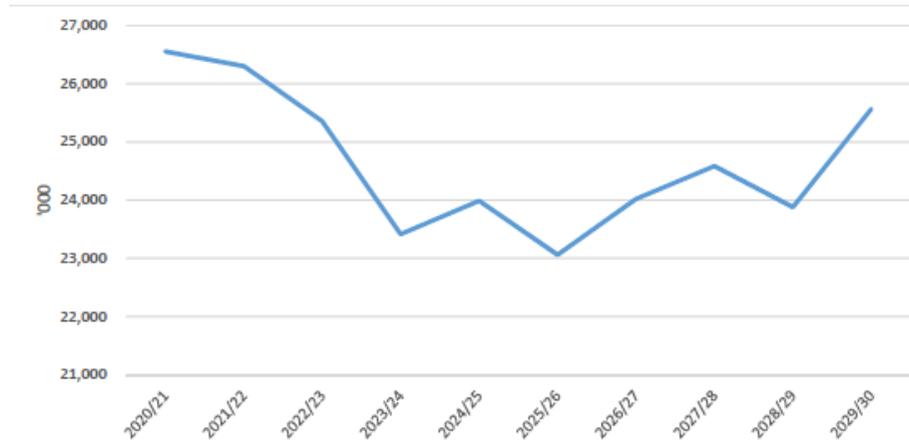
The City has undertaken a review of the current reserves held at 1 July 2019 and as part of the Council adoption of the 2020/21 Annual Budget, the following reserves will remain:

(a)	Building - Future new building capital requirements
(b)	Parking - Provide additional parking areas
(c)	Asset Management - Renewal and upgrade of current infrastructure
(d)	Property Acquisition - Future property purchases in areas other than the City Centre
(e)	Sustainability - Development of Mandurah as a sustainable city
(f)	Waste Facilities Reserve Fund - Future waste treatment initiatives
(g)	Tims Thicket Septage - Future site restoration
(h)	Tims Thicket Inert - Future site restoration and development
(i)	CLAG - Contiguous Local Authority Group for control of mosquitoes
(j)	Mandurah Ocean Marina - Future maintenance/asset replacement at Mandurah Ocean Marina
(k)	Waterways - Future maintenance/asset replacement of specific waterways infrastructure
(l)	Port Mandurah Canals Stage 2 Maintenance - Stage 2 Future maintenance of canals
(m)	Mariners Cove Canals - Future maintenance of canals
(n)	Port Bouvard Canal Maintenance Contributions - Contribution Future maintenance of canals
(o)	Cash in Lieu POS Contributions - Contributions received in accordance with Planning & Development Act
(p)	Unspent Grants & Contributions - Operating and non-operating grants and contributions tied to future expenditure.

(q)	Leave Reserve - To fund the long service and sick leave liability of City's staff.
(r)	Bushland Acquisition - For the purchase & protection of bushland and environmentally sensitive sites within the City
(s)	Coastal Storm Contingency - Provide for coastal emergency works due to storm damage
(t)	Digital Futures - Fund development, investigation or commissioning of digital technology initiatives.
(u)	Decked Carparking - Amount received from Landcorp in June 2006, set aside for Decked Carparking
(v)	Specified Area Rates - Waterside Canals - Future maintenance of canals.
(w)	Specified Area Rates - Port Mandurah Canals - Future maintenance of canals.
(x)	Specified Area Rates - Mandurah Quay Canals - Future maintenance of canals.
(y)	Specified Area Rates - Mandurah Ocean Marina - Future maintenance/asset replacement at Mandurah Ocean Marina.
(z)	Specified Area Rate - Port Bouvard Canals - Future maintenance of canals.
(aa)	Specified Area Rate - Mariners Cove - Future maintenance of canals.
(ab)	Specified Area Rate - Eastport - Future maintenance of canals.
(ac)	Sportclubs Maintenance Levy - To maintain various city buildings leased to clubs
(ad)	City Centre Land Acquisition Reserve - For future property purchases within the City Centre area
(ae)	Lakelands Community Infrastructure Reserve - Contribute to the construction of the community infrastructure on Lot 2300 Seppings Parade Lakelands
(af)	Plant reserve - Replacement of heavy plant and equipment
(ag)	Workers Compensation - For the purposes of funding previous year workers compensation claims that are open and still have costs required to be paid by the City of Mandurah.

Reserves

Appendix 6 shows the balance of the reserves over the 10 years of the Plan. The below chart summarises the total value held in reserves over the 10 years:



Grants

Grant, subsidies and contribution funding projections are to be conservative and are only to be included in the Plan where it is reasonable to expect that these funding options will be secured. Where a project is expected to be funded partly or in full by a grant, contribution or reimbursement, the project will not commence unless the funding has been confirmed or the scope is reduced.

The City will actively seek grants/contributions when available. Where a grant has been obtained outside of the Plan and a City contribution is required however there has been no budget allocated, a report to Council is required to establish the budget and the corresponding funding.

Operating Leases

Operating leases are used by the City to spread the cost of an asset or project over multiple years. The City currently utilises operating leases to IT assets, software costs and gym equipment. Business cases are required when making the decision to lease including a review of all options for funding to ensure the City applies the best possible funding source.





Future Improvements to the Plan

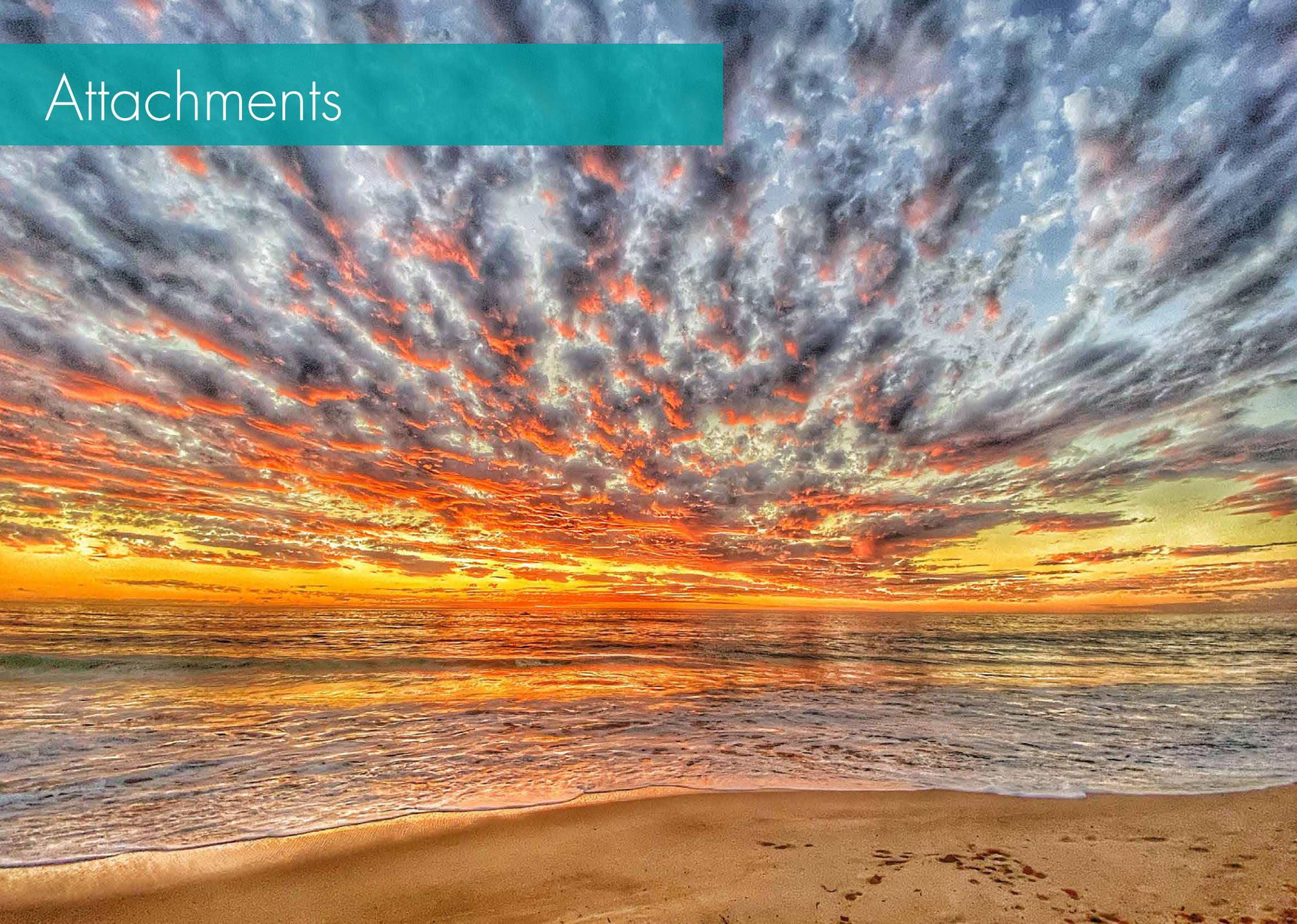
The City strives to continually improve all aspects of its business including the Plan. As other strategic plans are prepared and adopted, they will be fully costed and reflected in future reviews of the Plan.

Asset Management Plans need to be reviewed to be able to determine the level required to fund renewal and upgrades of assets and inform the Plan of the depreciation costs to include in the operating expenditure and any funding gaps in the level of required investment in renewals of the City's assets.

Feedback

The City welcomes any feedback on the Plan and are continually striving for continuous improvement. If you have any feedback please email council@mandurah.wa.gov.au and include in the subject Long Term Financial Plan.

Attachments



	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Revenues										
Rates	81,696	85,255	88,939	92,752	96,698	100,782	105,010	109,385	113,914	118,601
Operating grants and contributions	6,031	5,285	5,416	5,550	5,687	5,828	5,972	6,120	6,271	6,427
Fees & charges	26,685	27,352	28,036	28,737	29,456	30,192	30,947	31,720	32,513	33,326
Other revenue	142	142	142	142	142	142	142	142	142	142
Interest Revenue	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Profit on sale of assets										
Total revenue	116,353	119,834	124,332	128,980	133,782	138,743	143,870	149,167	154,640	160,295
Expenditure										
Employee costs	- 56,015	- 57,562	- 58,765	- 59,990	- 61,245	- 62,523	- 63,832	- 65,165	- 66,531	- 67,923
Operating costs	- 50,204	- 52,458	- 52,908	- 54,188	- 55,959	- 56,953	- 58,041	- 60,494	- 61,058	- 62,659
Depreciation	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062
Utilities & Insurance & Other Expenses	- 3,959	- 4,188	- 4,431	- 4,689	- 4,961	- 5,249	- 5,553	- 5,875	- 6,216	- 6,577
Insurance	- 1,017	- 1,042	- 1,068	- 1,095	- 1,122	- 1,150	- 1,179	- 1,209	- 1,239	- 1,270
Loan interest	- 1,063	- 1,089	- 1,117	- 1,144	- 1,173	- 1,202	- 1,232	- 1,263	- 1,295	- 1,327
Admin Allocations	10,492	10,576	10,682	10,789	10,897	11,006	11,171	11,339	11,509	11,682
Loss on sale of assets										
Total expenditure	(131,827)	(135,826)	(137,669)	(140,379)	(143,624)	(146,133)	(148,728)	(152,730)	(154,892)	(158,136)
Operating surplus/(deficit)	(15,475)	(15,992)	(13,337)	(11,399)	(9,843)	(7,389)	(4,859)	(3,563)	(252)	2,159
Operating Surplus excluding non cash items be	14,587	14,070	16,725	18,663	20,219	22,673	25,203	26,499	29,810	32,221
Other inflows										
Grants & contributions for asset development	10,404	5,098	5,386	8,335	3,699	3,097	3,159	4,230	3,227	3,291
Proceeds from disposal of assets	832	866	919	995	1,098	1,237	1,421	1,665	1,989	2,425
Land sales										
Reserves utilised	97	330	1,530	2,530	30	1,530	30	30	1,530	30
Loans utilised	5,000	6,000	7,000	6,500	6,500	5,500	5,000	5,000	5,000	5,000
Community loans repaid	170	170	170	170	170	170	170	170	170	170
Total other inflows	16,503	12,464	15,005	18,529	11,497	11,534	9,780	11,094	11,916	10,916
Capital works programme										
Road reserves	(7,581)	(7,808)	(7,824)	(9,013)	(8,396)	(12,566)	(13,396)	(14,801)	(15,463)	(17,945)
Waterways	(321)	(325)	(463)	(347)	(470)	(709)	(807)	(768)	(804)	(944)
Parks & Reserves	(12,565)	(4,926)	(5,364)	(2,869)	(3,729)	(3,201)	(3,670)	(4,819)	(5,236)	(3,915)
Buildings	(1,475)	(3,952)	(6,502)	(11,671)	(8,964)	(2,965)	(2,576)	(2,225)	(2,692)	(2,702)
Drainage	(736)	(682)	(744)	(729)	(750)	(1,246)	(1,446)	(1,612)	(1,688)	(1,982)
Other	(3,207)	(3,217)	(3,919)	(6,656)	(3,491)	(5,444)	(6,188)	(6,852)	(7,163)	(8,338)
Land	(31)	(32)	(1,664)	(33)	(34)	(1,766)	(35)	(36)	(1,874)	(37)
Total capital works programme	(25,916)	(20,942)	(26,480)	(31,318)	(25,834)	(27,897)	(28,118)	(31,113)	(34,920)	(35,863)
Other outflows										
Repayment of debt	(5,175)	(5,515)	(4,666)	(5,283)	(5,282)	(5,706)	(5,875)	(5,886)	(5,981)	(5,559)
Transfers to reserves	(200)	(77)	(584)	(591)	(601)	(603)	(990)	(595)	(825)	(1,716)
Total other outflows	(5,375)	(5,592)	(5,250)	(5,874)	(5,883)	(6,309)	(6,865)	(6,481)	(6,806)	(7,275)
Non-cash items										
Write-back depreciation	30,062	30,062	30,062	30,062	30,062	30,062	30,062	30,062	30,062	30,062
Profit/Loss on sale of assets										
Surplus brought forward	200	0	0	(0)	0	(0)	(0)	0	0	(0)
Total non-cash items	30,262	30,062								
Surplus/(Deficit)	0	0	(0)	0	(0)	(0)	0	0	(0)	(0)

FTE Additions	Directorate	Business Unit	Proposal	Value FTE/ Unit	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Additional FTE	Sustainable Communities	Community Development	Seniors and Community Centre Administration Officer increase hours	0.5	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721
	Works & Services	City Parks	9599.126006 Cemeteries : Lakes Memorial Cemetery	0.5	-	-	-	-	-	-	-	-	-	-
New FTE	Sustainable Communities	Community Development	Library Officers	1.3		85,527	85,527	85,527	85,527	85,527	85,527	85,527	85,527	85,527
	Works & Services	Infrastructure Management	City Centre Cleaning - 1 FTE in 2020/21 and 1 FTE in 2021/22	2.0	82,254	169,410	169,410	169,410	169,410	169,410	169,410	169,410	169,410	169,410
Casual Labour	Strategy & BP	City Events	Casual labour			7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Other	Corporate Services	Finance Services	Fair value estimates for asset classes	-		60,000	60,000		60,000	60,000		60,000	60,000	60,000
			Valuations from Valuer General for rateable properties			650,000			650,000			650,000		
		systems & technology	Lease costs		84,000	115,000	501,000	716,000	805,000	823,000	841,000	872,000	705,000	705,000
			Software licencing		-	100,000	-	113,000	-	436,000	-	436,000	-	436,000
			Software maintenance		-	65,000	-	65,000	-	65,000	-	65,000	-	65,000
	Strategy & BP	City Events	Consumer research			15,000		15,000		15,000		15,000		15,000
			Crab Fest Economic Impact Assessment			25,000		25,000		25,000		25,000		25,000
			Crab Fest Tentative Funding			95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
			Event Management and Support			5,000	7,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			External Event Attraction		20,000	30,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
		Corporate Communications	Accessibility assistive software for the website			3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
			City Promotions: Materials		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			Consultants		40,000									
			Digital Asset Management System (Photography and Videography)		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
			Equipment <\$1500: Materials		1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
			Qualtrics		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			Subscriptions			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
			Whole of Organisation CEO Brief		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
			Assistive technology for content creation			2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
			Mandurah Matters/Brand		30,000	15,000								
		Elected Members	Citizenship Ceremonies - additional		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
			Civic events		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
			Civic gifts		2,500		2,500		2,500		2,500		2,500	
			Cultural entertainment		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
			Elected Members community engagement strategy		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
			Equipment		2,500				2,500				2,500	
			Mayoral donations		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
		Human Resources	Leadership and Culture 421 810 9122 10			20,000		20,000		20,000		20,000		20,000
			Reward and Recognition CoM wide.		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
		Record Management	Records Storage		13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
		Recreation Centres	Marketing Budget increase			10,000	5,000	10,000	5,000	5,000	10,000	5,000	10,000	10,000
			Pool Remedial Work		28,000					30,000				
		Director Strategy & BP	Community Engagement - 20 Year Strategic Community Plan			20,000		50,000		20,000		50,000		20,000
			Community Perceptions Survey			15,000		15,000		15,000		15,000		15,000
			Mandurah Matters		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Sustainable Communities	Community Development	Replacement Chairs for Meeting Room		5,250									
			Murdoch University Scholarships		26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
			Peel Say No to Violence contribution		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
		Environment & Arts	Solar Farm feasibility study			50,000								
			Wearable Art Mandurah		20,000	30,000	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		Statutory Services	Animal Management Actions			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
		City Centre Activation	Additional Night Security Patrols		77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000

ATTACHMENT 1

FTE Additions	Directorate	Business Unit	Proposal	FTE/ Unit	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Other	Works & Services	City Fleet	455810.9650.10 - Vehicle Unplanned Maintenance : Materials		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
			Consultants		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
			455810.9052.10 - Subscriptions & Publications : GPS Tracking Licences		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
		City Parks	443810.9051.10 - Consultants : Materials		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
			9592.119010 - Verge Maintenance		80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
			9607.134503 - Drainage Maintenance : WSUD Swales Adjoining Estuary			85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
			9658.103901 Neighbour Connector A North - Drainage Swales Stage 40 Lakelands		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			9662.103727 - Park & Reserve Maintenance - Projects : Shade Sail Maintenance		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
			9662.103736 - Park & Reserve Maintenance - Projects : GF Transfer Station Waste		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
			9662.104575 - Park & Reserve Maintenance - Projects : BBQ Cleaning		12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
			9663.103771 - Street Tree Maintenance : Mandurah Road	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
			9663.103772 - Street Tree Maintenance : Street Tree Planting/Watering		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
			Bushland Maintenance		138,290	138,290	138,290	138,290	138,290	138,290	138,290	138,290	138,290	138,290
			Developer Handover Parks		35,730	79,400	79,400	79,400	79,400	79,400	79,400	79,400	79,400	79,400
			New Account - Mandurah Waterfront project (Eastern & Western Foreshores)		100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
			Cityparks Playgrounds		102,960	121,000	121,000	121,000	121,000	121,000	121,000	121,000	121,000	121,000
		City Works	9607.132002 - Drainage Maintenance : Drainage Sump Maintenance			50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400
			9609.133000 - Sign Maintenance : Maintenance		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
			9611.116001 - Road Reactive Maintenance : Operations Centre Park Rd		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
			9614.135500 - Footpath Maintenance : Path Maintenance existing		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
			9614.135500 - Footpath Maintenance : Path Maintenance new			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
			9614.135502 - Footpath Maintenance : Tactile Paving		22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
			9615.136014 - Road Planned Maintenance : Maintenance Grading unsealed roads		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
			New Account - Consultants		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
			9615.136012 - Road Planned Maintenance : Crack sealing		30,350	60,700	60,700	60,700	60,700	60,700	60,700	60,700	60,700	60,700
			9615.136003 - Road Planned Maintenance : Line marking		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
			9616.136500 - Street sweeping : Street sweeping		140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
		General Operations	450810.9051.10 - Consultants : Materials		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
		Infrastructure Management	Christmas Decorations		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
			Facilities asset audits		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
			Facility maintenance for new Lakelands Club Room		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
			New Ablution Maintenance		20,000	20,000	40,000	40,000	60,000	60,000	80,000	80,000	100,000	100,000
		Marina & Waterways	Chalets Maintenance			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
			Coastal Monitoring			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			Increased Conference			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000

ATTACHMENT 1

FTE Additions	Directorate	Business Unit	Proposal	FTE/ Unit	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Other	Works & Services	Marina & Waterways	Increased Marina Major POS replanting			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			Increased Waterways Consultants		30,000	50,000	70,000							
			Seabins Servicing costs		6,000	12,000	12,000							
		Technical Services	Design Standards Review and Update				10,000			10,000			10,000	
			Rain Gauges			14,000	14,000							
			Specialist Bridge Inspections		30,000				10,000			30,000		
			Specialists Consultants		30,000	30,000	30,000	30,000						
			Traffic and Transport Modelling Services		150,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
			Water Quality Monitoring		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
		Waste Management	Dog Poo Bag Project		25,000	25,000								
			Tims Thicket Inert Landfill Rehabilitation		150,000	150,000	150,000	150,000		150,000		150,000		
Grand Total				4.3	2,041,055	3,414,948	2,967,948	2,833,948	3,357,948	2,995,948	2,696,448	3,734,948	2,652,948	2,732,948

Asset Class	Project	Asset Class of Works	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Bridges	BR Pedestrian Bridge Mandurah Road	New	-	-	500	3,000	-	-	-	-	-	-	-
Bridges Total			-	-	500	3,000	-	-	-	-	-	-	-
Buildings	Ablutions New Program	New	300	-	300	-	300	-	300	-	300	-	-
	Community Sport and Recreation Facility Fund Program - Small Grants	New	150	150	150	150	150	150	150	150	150	150	150
	Dawesville Community Centre	New	-	-	500	3,500	500	-	-	-	-	-	-
	District Cooling System Admin/Mandjar (including Cinema & MPAC)	New	-	2,500	2,000	2,000	-	-	-	-	-	-	-
	Falcon Bay Building Toilets/Cafe	New	-	100	1,000	-	-	-	-	-	-	-	-
	Falcon Family Centre - External Works	New	-	50	-	-	-	-	-	-	-	-	-
	Install Air Conditioner at Madora Bay Hall	New	-	10	-	-	-	-	-	-	-	-	-
	Install Integrated Smart Shelf Returns System at Falcon Library	New	-	40	40	-	-	-	-	-	-	-	-
	Installation of Air Conditioning at Halls Head Parade Community and Sports Facility	New	45	-	-	-	-	-	-	-	-	-	-
	MARC - Administration Office CCTV Camera Installation	New	-	15	-	-	-	-	-	-	-	-	-
	MARC - Aquatic Plant Rooms Automatic Pool Acid Feed System	New	5	-	-	-	-	-	-	-	-	-	-
	MARC - Hardstands for Pool Blankets	New	10	-	-	-	-	-	-	-	-	-	-
	MARC Aquatic Compound Storage Cover	New	-	-	-	-	10	-	-	-	-	-	-
	MARC CCTV Aquatic Facilities	New	30	-	-	-	-	-	-	-	-	-	-
	MARC CCTV Stadium	New	-	30	-	-	-	-	-	-	-	-	-
	Operable Wall - Seniors Kitchen/Dining Room	New	-	-	-	35	-	-	-	-	-	-	-
	Operations Centre	New	-	-	1,000	4,000	6,000	1,000	-	-	-	-	-
	Solar Plan	New	60	-	120	-	120	-	180	-	-	-	-
Buildings Total			600	2,895	5,110	9,685	7,080	1,150	630	150	450	150	150
Coastal & Estuary	Additional Boat Ramps or Capacity	New	-	-	100	-	-	-	-	-	-	-	-
	CHRMAP - Coast Treatment	New	-	-	-	-	100	100	100	-	-	-	-
Coastal & Estuary Total			-	-	100	-	100	100	100	-	-	-	-
Drainage	DR Estuary View Road Flooding Stage 2	New	60	-	-	-	-	-	-	-	-	-	-
Drainage Total			60	-	-	-	-	-	-	-	-	-	-
Land	Bushland/City Centre - Land Acquisition	New	-	-	1,500	-	-	1,500	-	-	1,500	-	-
	Land acquisition	New	30	30	30	30	30	30	30	30	30	30	30
Land Total			30	30	1,530	30	30	1,530	30	30	1,530	30	30
Other	Additional Cameras to our boat pen/s system - numerous locations (including Commercial Pens)	New	-	35	-	-	-	-	-	-	-	-	-
	Christmas Decorations 2020	New	200	200	200	200	200	200	200	200	200	200	200
	MARC CCTV - Carpark	New	-	-	-	-	-	50	-	-	-	-	-
	MARC Pool Covers Leisure Exercise Pool	New	23	-	-	-	-	-	-	-	-	-	-
	MARC Pool Covers Outside 50m Pool	New	-	-	-	-	65	-	-	-	-	-	-
	MARC Pool Covers Program Pool	New	35	-	-	-	-	-	-	-	-	-	-
	Monitor (TV/Display) in Marina Administration Office	New	-	5	-	-	-	-	-	-	-	-	-
	Sign / sticker printer	New	35	-	-	-	-	-	-	-	-	-	-
	Tims Thicket Weighbridge	New	-	50	-	-	-	-	-	-	-	-	-
	WMC Recycling Shed - Thermal Cameras	New	32	-	-	-	-	-	-	-	-	-	-
Other Total			325	290	200	200	265	250	200	200	200	200	200
Parks	BBQ New Program	New	50	50	50	50	50	50	50	50	50	50	50
	Beach Shade Structures New Program	New	-	50	-	-	50	-	-	-	50	-	-
	Calypso Active Reserve and Facility Development	New	-	-	-	-	-	-	-	-	1,250	1,500	-
	CCTV New Program	New	-	-	-	-	-	-	-	-	-	-	-
	Dawesville Channel SE Foreshore Upgrade	New	-	-	200	500	500	500	500	-	-	-	-
	Dawesville Youth Park Construction	New	-	-	-	-	550	-	-	-	-	-	-
	Enclosed Dog Park	New	200	-	-	-	-	-	-	-	-	-	-
	Lakelands Youth Park - Design and Construction	New	-	-	-	50	650	-	-	-	-	-	-
	Major Public Artworks	New	125	125	125	125	125	125	125	125	125	125	125
	Mandjoogordap Drive Entry Statement Sign	New	-	30	-	-	-	-	-	-	-	-	-
	MARC Aquatic Outside Playground	New	-	-	150	-	-	-	-	-	-	-	-
	Path Lighting Bridge to Winjan	New	-	-	-	-	-	-	100	-	-	-	-
	SF Street Furniture New Program	New	60	60	60	60	60	60	60	60	60	60	60
	Shade Sails New Program	New	100	100	100	100	100	100	100	100	100	100	100
	Stage Two - Pump Track Landscaping	New	-	35	-	-	-	-	-	-	-	-	-
	Water Fountains New Program	New	50	50	50	50	50	50	50	50	50	50	50
	Westbury Way Reserve Revegetation Plan (Offset) Capital	New	19	-	-	-	-	-	-	-	-	-	-
	WMC Loading Area - Column Protection	New	35	-	-	-	-	-	-	-	-	-	-
Parks Total			639	500	735	935	2,135	885	985	1,685	1,885	385	385
Plant	Light Commercial Vehicles - New 1	New	36	-	-	-	-	-	-	-	-	-	-
	Light Commercial Vehicles - New 2	New	36	-	-	-	-	-	-	-	-	-	-
	Parks & Mowers - New 7	New	14	-	-	-	-	-	-	-	-	-	-
	Plant New Program	New	114	200	200	200	200	200	200	200	200	200	200
Plant Total			200	200	200	200	200	200	200	200	200	200	200
Roads	Bortolo Reserve - Shared Use Parking and Fire Track Facility	New	385	-	-	-	-	-	-	-	-	-	-

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			\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset Class	Project	Asset Class of Works	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Roads	MARC Carpark Additional Lights	New	20	-	-	-	-	-	-	-	-	-	-
	RR Bortolo Drive Upgrade	New	-	200	-	-	-	-	-	-	-	-	-
	SL Street Lighting New Program	New	150	150	150	150	150	150	150	150	150	150	150
	SP Shared/Cycle Paths New Program	New	600	600	600	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	WTC Roadway and Concrete Hardstand	New	-	300	-	-	-	-	-	-	-	-	-
Roads Total			1,155	1,250	750	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150
Grand Total			3,009	5,165	9,125	15,200	10,960	5,265	3,295	3,415	5,415	2,115	

Directorare	Business Unit	Sum of Baseline Amount
Chief Executive Officer	Chief Executive Officer	1,447,549
	Economic Development	2,524,232
	Visitor Centre	858,880
Chief Executive Officer Total		4,830,661
Director Corporate Services	Director Corporate Services	287,445
	Elections	266,000
	Financial Accounting	1,061,671
	Financial Services	(19,705,656)
	Legal Governance & Tenders	1,138,481
	Management Accounting	434,057
	Rates Section	(79,412,723)
	Systems & Technology	5,226,517
Director Corporate Services Total		(90,704,208)
Director Sustainable Development	Building Services	968,148
	City Centre Activation	1,221,993
	Community Development	1,349,628
	CommunitySafety	617,924
	Cultural Development	1,024,088
	Director People & Communities	9,300
	Director Sustainable Development	644,509
	Emergency Management	515,007
	Environmental Health	1,811,505
	Environmental Services	1,686,466
	Land Administration	784,946
	Manager Community Development	(1,019)
	Manager Libraries & Learning	3,803,227
	Peron Naturalist	21,179
	Planning	1,128,507
	Ranger Services	1,770,088
	Seniors and Community Centre	657,467
Statutory Services	35,205	
Youth Development	1,050,466	
Director Sustainable Development Total		19,098,634
Director Works & Services	Asset Management	656,282
	Chalets	(65,313)
	City Works	1,545,291
	Citybuild	7,515,587
	Cityfleet	(665,199)
	Cityparks	13,680,455
	Design & Development Services	636,139
	Director Works & Services	1,003,064
	Engineering Services	678,311
	General Operations	289,960
	Infrastructure Manager	945,886
	Landscaping Services	527,704
Marina & Waterways	1,488,508	

Director Works & Services	Project Management	441,733
	Survey Services	459,302
	Technical Services Manager	530,598
	Waste Management	(985,547)
Director Works & Services Total		28,682,760
Executive Manager Strategy & BP	City Events	1,875,387
	Customer Service	1,046,941
	Elected Members	1,933,629
	HHCRC	602,764
	Human Resources	889,048
	Manager Recreation Services	(4,620,207)
	MARC	2,361,797
	Marketing & Communications	1,382,303
	Organisational Development	1,312,353
	Records Management	631,207
	Recreation Services	1,244,412
	Strategy & Business Performance	868,861
Executive Manager Strategy & BP Total		9,528,494
Grand Total		(28,563,659)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Borrowings	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance	29,729	29,554	30,040	32,373	33,591	34,808	34,602	33,727	32,842	31,861
less: Repayments	(6,215)	(6,551)	(5,744)	(6,455)	(6,516)	(6,992)	(7,183)	(7,194)	(7,260)	(6,608)
add: Interest	1,041	1,036	1,078	1,172	1,233	1,286	1,308	1,309	1,278	1,050
add: new loans	5,000	6,000	7,000	6,500	6,500	5,500	5,000	5,000	5,000	5,000
Closing Balance	29,554	30,040	32,373	33,591	34,808	34,602	33,727	32,842	31,861	31,302

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	26,453	26,556	26,303	25,357	23,418	23,989	23,062	24,022	24,587	23,882
Amount set aside / Transfer to Reserve	200	77	584	591	601	603	990	595	825	1,716
Amount used / Transfer from Reserve	(97)	(330)	(1,530)	(2,530)	(30)	(1,530)	(30)	(30)	(1,530)	(30)
Closing Balance	26,556	26,303	25,357	23,418	23,989	23,062	24,022	24,587	23,882	25,568

Detail

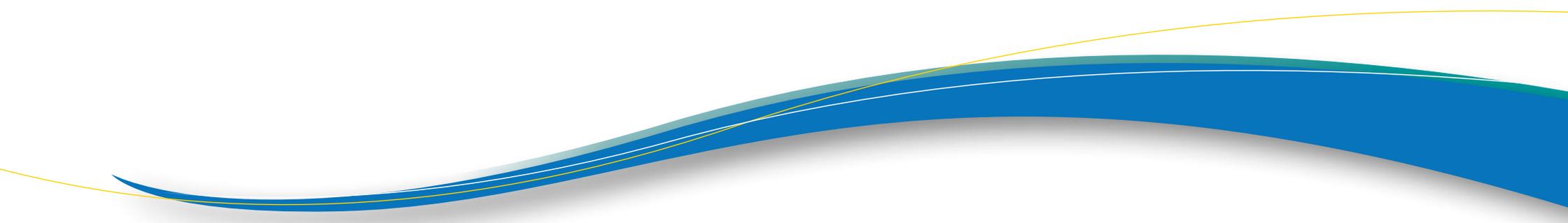
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(a) Building										
Opening balance	3,000	3,000	3,000	3,000	500	500	500	500	500	500
Amount set aside / Transfer to Reserve				(2,500)						
Amount used / Transfer from Reserve										
	3,000	3,000	3,000	500	500	500	500	500	500	500
(b) Parking										
Opening balance	465	465	465	465	465	465	465	465	465	465
Amount set aside / Transfer to Reserve	-	-	-	-	-	-	-	-	-	-
Amount used / Transfer from Reserve	-	-	-	-	-	-	-	-	-	-
	465	465	465	465	465	465	465	465	465	465
(c) Asset Management										
Opening balance	2,345	2,345	2,422	2,506	2,597	2,698	2,801	3,291	3,386	3,711
Amount set aside / Transfer to Reserve		77	84	91	101	103	490	95	325	1,216
Amount used / Transfer from Reserve										
	2,345	2,422	2,506	2,597	2,698	2,801	3,291	3,386	3,711	4,927
(d) Property Acquisition										
Opening balance	1,000	1,170	1,140	1,110	1,080	1,050	1,020	990	960	930
Amount set aside / Transfer to Reserve	200									
Amount used / Transfer from Reserve	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)
	1,170	1,140	1,110	1,080	1,050	1,020	990	960	930	900
(e) Sustainability										
Opening balance	645	645	645	645	645	645	645	645	645	645
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	645	645	645	645	645	645	645	645	645	645
(f) Waste Facilities Reserve Fund										
Opening balance	1,410	1,343	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	(67)	(300)								
	1,343	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043
(g) Tims Thicket Septage										
Opening balance	74	74	74	74	74	74	74	74	74	74
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	74	74	74	74	74	74	74	74	74	74
(h) Tims Thicket Inert										
Opening balance	102	102	102	102	102	102	102	102	102	102
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	102	102	102	102	102	102	102	102	102	102
(i) CLAG										
Opening balance	27	27	27	27	27	27	27	27	27	27
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	27	27	27	27	27	27	27	27	27	27
(j) Mandurah Ocean Marina										
Opening balance	175	175	175	175	175	175	175	175	175	175
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	175	175	175	175	175	175	175	175	175	175
(k) Waterways										
Opening balance	230	230	230	230	230	230	230	230	230	230
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	230	230	230	230	230	230	230	230	230	230
(l) Port Mandurah Canals Stage 2 Maintenance										
Opening balance	91	91	91	91	91	91	91	91	91	91
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	91	91	91	91	91	91	91	91	91	91
(m) Mariners Cove Canals										
Opening balance	84	84	84	84	84	84	84	84	84	84
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	84	84	84	84	84	84	84	84	84	84

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(n) Port Bouvard Canal Maintenance Contributions										
Opening balance	267	267	267	267	267	267	267	267	267	267
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	267	267	267	267	267	267	267	267	267	267
(o) Cash in Lieu POS Contributions										
Opening balance	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537
(p) Unspent Grants & Contributions										
Opening balance	421	421	421	421	421	421	421	421	421	421
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	421	421	421	421	421	421	421	421	421	421
(q) Leave Reserve										
Opening balance	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885
(r) Bushland Acquisition										
Opening balance	3,000	3,000	3,000	2,000	2,500	3,000	2,000	2,500	3,000	2,000
Amount set aside / Transfer to Reserve			500	500	500	500	500	500	500	500
Amount used / Transfer from Reserve	-	-	(1,500)	-	(1,500)	-	(1,500)	-	(1,500)	-
	3,000	3,000	2,000	2,500	3,000	2,000	2,500	3,000	2,000	2,500
(s) Coastal Storm Contingency										
Opening balance	250	250	250	250	250	250	250	250	250	250
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	250	250	250	250	250	250	250	250	250	250
(t) Digital Futures										
Opening balance	42	42	42	42	42	42	42	42	42	42
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	42	42	42	42	42	42	42	42	42	42
(u) Decked Carparking										
Opening balance	975	975	975	975	975	975	975	975	975	975
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	975	975	975	975	975	975	975	975	975	975
(v) Specified Area Rates - Waterside Canals										
Opening balance	103	103	103	103	103	103	103	103	103	103
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	103	103	103	103	103	103	103	103	103	103
(w) Specified Area Rates - Port Mandurah Canals										
Opening balance	215	215	215	215	215	215	215	215	215	215
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	215	215	215	215	215	215	215	215	215	215
(x) Specified Area Rates - Mandurah Quay Canals										
Opening balance	187	187	187	187	187	187	187	187	187	187
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	187	187	187	187	187	187	187	187	187	187
(y) Specified Area Rates - Mandurah Ocean Marina										
Opening balance	2	2	2	2	2	2	2	2	2	2
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	2	2	2	2	2	2	2	2	2	2
(z) Specified Area Rate - Port Bouvard Canals										
Opening balance	98	98	98	98	98	98	98	98	98	98
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	98	98	98	98	98	98	98	98	98	98
(aa) Specified Area Rate - Mariners Cove										
Opening balance	19	19	19	19	19	19	19	19	19	19
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	19	19	19	19	19	19	19	19	19	19
(ab) Specified Area Rate - Eastport										
Opening balance	23	23	23	23	23	23	23	23	23	23
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	23	23	23	23	23	23	23	23	23	23

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(ac) Sportsclubs Maintenance Levy										
Opening balance	106	106	106	106	106	106	106	106	106	106
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	106	106	106	106	106	106	106	106	106	106
(ad) City Centre Land Acquisition Reserve										
Opening balance	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
(ae) Lakelands Community Infrastructure Reserve										
Opening balance	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066
(af) Plant Reserve										
Opening balance	500	500	500	500	500	500	500	500	500	500
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	500	500	500	500	500	500	500	500	500	500
(ag) Workers Compensation										
Opening balance	109	109	109	109	109	109	109	109	109	109
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	109	109	109	109	109	109	109	109	109	109

Assumptions		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
CPI increases		1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Superannuation Employer		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Expense		3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
Utilities		2.00%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%
Workers Compensation		2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
Superannuation Statutory		9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%
Labour costs		2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Secondary Level											
Salaries & Wages	EA Increases	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Costs	CPI	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Contracts	CPI	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Insurance	CPI	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Expense	CPI	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utilities	WALGA index	2.00%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%
Operating Grants, Subsidies & Contributions		1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Revenue											
Fees & Charges		1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates		0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

Ratios	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Ratio (>1)	1.46	1.59	1.62	1.79	1.76	1.87	1.89	1.94	2.24	2.27
Debt service cover ratio (Basic >2, Advanced >5)	2.51	2.30	3.09	3.08	3.31	3.46	3.72	3.88	4.27	4.87
Own source revenue (Basic >0.4, Intermediate >0.6, Advanced >0.9)	0.84	0.84	0.86	0.88	0.89	0.91	0.93	0.94	0.96	0.97
Operating Surplus ratio (Basic >0.01, Advanced >0.15)	-0.14	-0.14	-0.11	-0.09	-0.08	-0.06	-0.04	-0.02	0.00	0.01
Asset Consumption Ratio (Basic >0.5, Improving between 0.6 and 0.75)	0.70	0.68	0.66	0.65	0.63	0.62	0.61	0.59	0.58	0.57
Asset Sustainability Ratio (Basic >0.9, Improving between 0.9 and 1.1)	0.76	0.51	0.55	0.48	0.45	0.72	0.81	0.90	0.94	1.11
Asset renewal ratio (Basic between .75 and .95, improving between .95 and 1.05)	0.90	0.88	0.90	0.93	1.01	1.15	1.18	1.23	1.28	1.38



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