



# City of Bayswater Long-Term Financial Plan 2013-23



*A long-term plan for a sustainable future*

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**Acronyms**

CoB	City of Bayswater
CPI	Consumer Price Index
GRV	Gross Rental Valuation
LTFP	Long Term Financial Plan
POS	Public Open Space

## 1 Executive Summary

The City of Bayswater *Long-Term Financial Plan (LTFP) 2013-23* is to be annually revised in accordance with organisational needs and in compliance with the requirements of the Integrated Planning framework.

Council's LTFP contains a set of long-range financial projections and statements based on an informed set of assumptions using Council's budget and Integrated Planning framework. It is designed to show the financial impacts of providing different levels of service, and asset (infrastructure) delivery.

Council's LTFP covers a 10-year time frame from 2013-14 to 2022-23. This length of time has been selected to align with the timeframe of Council's *Community Strategic Plan 2013-23*.

The LTFP is structured into five main sections in order to easily demonstrate the contents of the Plan. The structure of Council's LTFP is as follows:

The first section provides:

1. an introduction to the LTFP;

The second section details:

1. the planning assumptions upon which the LTFP has been based; and
2. performance indicators.

The third section provides:

1. descriptions and assumptions of each of the three scenarios; and
2. risk assessment.

The fourth section provides:

1. the 'business as usual' financial summaries in their statutory form.

The fifth section provides:

1. the conclusion.

Ultimately, the underlying objective of Council's LTFP is to ensure and map the financial sustainability of the CoB.

## 2 Section 1

### 2.1 Introduction

The LTFP is the key ten-year financial planning document of Council that is governed by a series of financial strategies and performance indicators. It establishes the financial framework upon which sound financial decisions are made and provides a responsible and sustainable financial strategy for our community.

Council has a legislative requirement to comply with section 5.56 of the *Local Government Act 1995* requiring local governments to produce a 'plan for the future'.

The CoB is required to meet the intent of the plan for the future in the development of a Strategic Community Plan, which focuses on a 10-year horizon, and a Corporate Business Plan, which has a rolling four-year life span.

The City's *Strategic Community Plan 2013-23* forms the City's 'plan for the future'.

The LTFP is the financial strategy that informs the Corporate Business Plan which has a rolling four-year life span to activate Strategic Community Plan priorities. It indicates the CoB's long-term financial sustainability and allows for the early identification of financial challenges and any long-term impacts.

The City has prepared a LTFP for the ten years from 2013-14 to 2022-23 that includes details of a revenue forecast, an operational expenditure forecast, a strategic asset management and maintenance program and a capital expenditure program. All initiatives and services proposed within the City's Long-Term Financial Plan are consistent with the City's *Community Strategic Plan 2013-23*.

The LTFP is based on known revenue and expenditure estimates, existing or expected Council commitments and projections for what is required in relation to the maintenance and improvement of existing strategic assets and development of new capital works.

As a long-term planning tool **it does not represent a binding commitment to raise any of the funds identified, undertake any of the expenditure identified or an authorisation for any of the projects considered.** It is important to note the plan includes many assumptions. It is possible that many of these assumptions may need to be reviewed and tested or may not be realised at all.

#### 2.1.1 Disclaimer

The LTFP is subject to the following disclaimer:

*"Disclaimer*

*The 10-Year Financial Plan is a planning tool. It is based on many assumptions. It also includes projects and proposals that in some cases:*

- *have been approved by Council and are in progress;*
- *have been considered by Council but are yet to receive final approval;*
- *have only been considered by Elected Members at a strategy level;*
- *have only been considered by members of staff; and*
- *are operational in nature and based on the continued provision of services and maintenance of City assets and infrastructure.*

*Any of the assumptions and any of the projects or proposals not already approved could prove to be inaccurate both as to likely requirement, timing and financial estimates or may not come to pass at all. They have, however, been included based on the best available information and knowledge to hand at this time in relation to likely requirement, timing and financial estimates. Adoption of the 10 Year Financial Plan by Council does not constitute a commitment or agreement to any of the projects or proposals that have not already been approved."*

### **2.1.2 Long-Term Financial Plan Objectives**

The City's 10-Year Financial Plan proposes to achieve the following key objectives within the 10-year time frame:

- maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- maintain a strong cash position, ensuring long-term financial sustainability;
- provide a long-term financial planning and decision-making tool, affording a reference point for discussion about future proposals and projects, for which their financial implications can be assessed and measured;
- continue to pursue grant funding for strategic capital funds from the state and federal governments; and
- provide equitable rate increases that reflect the level of service provision to ratepayers.

### **2.1.3 Regular Review of the Plan**

The LTFP is a fluid document and will be regularly reviewed and updated during the budget review process and the preparation of the annual budget. These reviews and updates will ensure the Plan remains a relevant and effective document to assist with the management of the City's financial affairs.

### **2.1.4 City Profile**

Facts and figures:

Population (ABS 2011 Census):	61,262
Families (ABS 2011 Census):	16,266
Born in Australia:	58.7%
Born overseas:	41.3%
Electors (September 2010)	40,477
Residential premises:	26,976
Commercial premises:	1,657
Total area:	32.8km <sup>2</sup>
Parks and reserves:	168
Swan River foreshore:	10.2km
Roads	380km
Footpaths	290km

The CoB includes the suburbs of Bayswater, Bedford, Embleton, and Maylands, as well as parts of Morley, Noranda, Mount Lawley and Dianella.

#### About the CoB

The CoB provides an essential mix of over 200 services to a vibrant community of around 61,000 residents and over 1,500 businesses.

The City has an established track record in providing innovative services that meet the needs of the community. The City was the first in Western Australia to introduce a co-mingled recycling service and also the first to introduce a 24/7 security watch patrol service.

The City has a history of delivering and enabling non-traditional services, such as aged care accommodation and child care facilities. In the early 1970s, the City began work on developing Mertome Village to provide independent living accommodation for the elderly. This was the first development of its kind by any local government in Western Australia.

Today, the City remains one of only a few local governments actively committed to providing aged care accommodation and is committed to taking forward initiatives to redevelop Mertome Village and expand the facilities at the Bayswater Aged Care Hostel in Embleton.

The City is home to the Centro Galleria Shopping Centre in Morley, making it a major shopping hub and retail destination. To ensure the ongoing success of this area, the City has developed a Master Plan for Morley City Centre to guide its transformation over the next 20 years into a modern, attractive residential, entertainment and retail hub for the 21<sup>st</sup> Century. This transformation will act as a catalyst to further encourage investment and economic activity within the CoB.

In addition to facilitating the ongoing success of the Morley strategic centre, the City is also ensuring the sustainable future of the City's town sites. In partnership with the Department for Planning, the City has developed or been involved in precinct plans for the areas around the Maylands and Ashfield train stations. These represent a new approach to urban development emphasising good urban design and local access to:

- more housing choice;
- increased employment opportunities;
- more shops and cafes; and
- improved public transport options to connect communities.

The CoB has also focused on strengthening community cohesion and building community capacity. This has been achieved by providing and investing in a wide range of community and recreation facilities, such as the Bayswater Waves Aquatic Centre, The RISE, the Morley Sport and Recreation Centre, Senior Citizens Centres and the City's three libraries.

The City's program of free-to-enter events also works to bring people together, build a sense of community identity and add vibrancy to living, working and playing within the City.

The City remains committed to providing its community with high-quality and responsive services that meet the needs of our residents.

## 3 Section 2

### 3.1 Key Planning Assumptions

The LTFP is based on a series of assumptions that drive the model and any changes made to the assumptions influence the results. The base point for the modeling in the plan is the 2013-14 Budget.

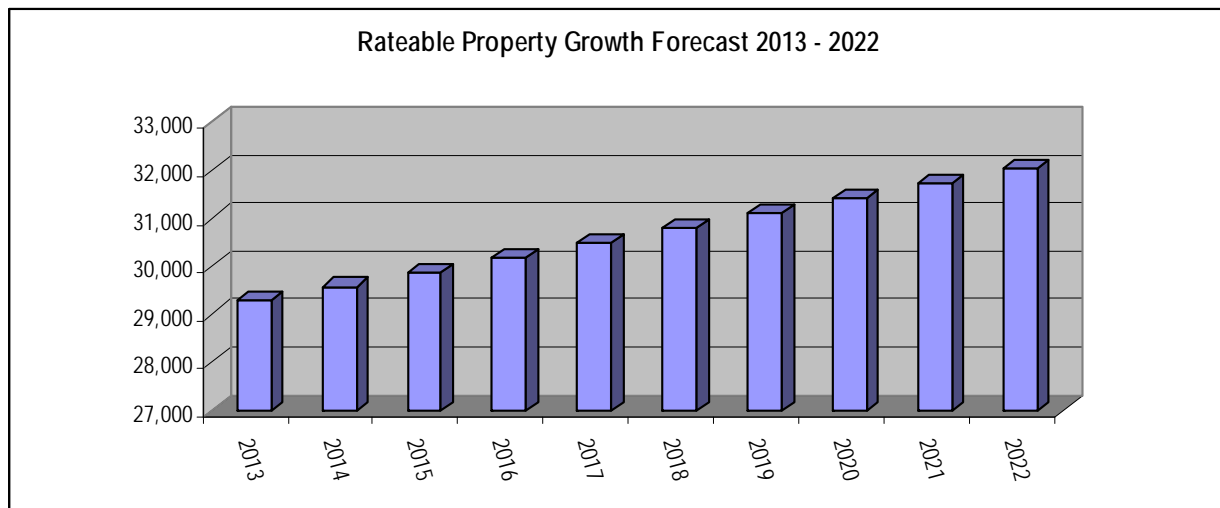
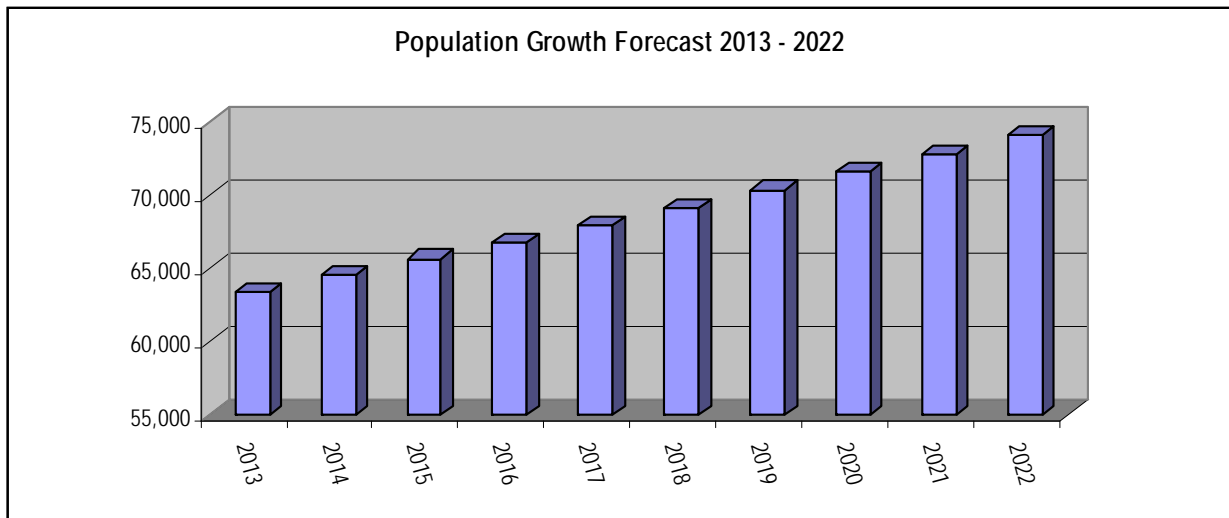
The assumptions used in the 10-year financial plan are:

- achieving a balanced budget each year of the financial plan;
- annual operating surpluses will be achieved each year;
- existing service levels will be maintained;
- no significant changes to the level of subsidisation that existing services receive from Municipal Funds;
- staff levels will remain constant in line with current service provision and the Workforce Plan;
- materials and contracts will increase by 2% per annum (individual line items will vary);
- rates are forecast to increase by 4.5% each year;
- cessation of section 12 of the *Morley Shopping Centre Redevelopment Agreement Act 1992* in 2014;
- natural growth in properties has been forecast at 1% per year;
- an expected population increase of 1.75% per year;
- commercial lease income (Wotton Tower and Bendigo Bank) to increase by CPI each year. Dome Coffees Australia lease income forecast as per lease agreement schedule;
- borrowings are proposed to finance the Mertome redevelopment. This project is proposed to be implemented over eight stages. Stage One of the Mertome redevelopment has been recognised in 2015-16 and 2016-17 assuming a capital value of \$22 million. The timing of subsequent stages will be determined by Council at the completion of Stage One using agreed trigger points such as unit sales. It is proposed that Stage One will be funded by a combination of borrowing, reserve transfers and unit sales; and
- structural reform and its implications have not been contemplated by the LTFP. The City will continue to strive to protect the interests of its residents including those under joint venture arrangements like the Eastern Metropolitan Regional Council.

#### 3.1.1 Population and Rateable Property Forecasts

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Population Forecast	63,425	64,535	65,664	66,813	67,983	69,172	70,383	71,614	72,868	74,143
Rateable Property Forecast	29,286	29,579	29,875	30,173	30,475	30,780	31,088	31,399	31,712	32,030





### **3.1.2 Revenue Forecasts**

The main sources of Council's revenue are:

- Rates Revenue;
- Government Grants and Subsidies;
- Fees and Charges;
- Interest on Municipal Funds and Reserves; and
- Profit on Disposal of Assets - Land and Fleet.

#### **3.1.2.1 Rates Revenue**

The major component of a Council's income is produced by levying rates. The CoB is proactive and determined to produce a fair balance between rates levied on properties throughout the district and the level of services that can be provided to the City's residents. The amount that is required to be raised is determined after considering Council's proposed operating requirements as well as the capital works program.

Section 6.32 of the *Local Government Act 1995* requires Council to impose a general rate, either uniformly or differentially, as well as imposing a minimum payment amount. Currently the City imposes a uniform rate in the dollar across all rateable land within the district.

Rates revenue has been calculated using the *2013-14 Budget* as the base year with a 4.5% increase on an annual basis. As land located within the district is predominantly residential improved with no large scale green-fields subdivision, natural growth in properties is forecast at 1% per year.

With the impending cessation of section 12 of the *Morley Shopping Centre Redevelopment Agreement Act 1992* rates levied on the Galleria Shopping Centre from 2014-15 are forecast using the GRV methodology.

### **3.1.2.2 Government Grants and Subsidies**

Includes all normally expected Federal and State government grants such as Roads Grants, Financial Assistance Grants, POS funding, etc. It does not include special or 'one off' grants that may arise over the life of the Plan. A CPI increase has been factored in each year.

### **3.1.2.3 Fees and Charges**

#### **Sanitation Charges**

Under the provisions of the *Waste Avoidance and Resource Recovery Act 2007* Council levies a sanitation charge per waste receptacle based on a cost recovery basis. An increase of CPI plus 2.5% per year has been forecast.

#### **Other Fees and Charges**

This includes all other fees, charges, infringements and penalties other than sanitation charges. An increase per year of CPI plus 1.5% has been forecast.

### **3.1.2.4 Interest on Municipal Funds and Reserves**

The *Local Government Act 1995*, *Trustees Act 1962*, *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards provide the framework for Council to exercise their powers of investment.

Council's Investment Policy ensures:

- a high level of security is maintained by using recognised risk assessment criteria;
- an adequate level of diversification to minimise risk;
- immediate access to funds for daily requirements; and
- investments achieve a predetermined market average rate of return.

Council remains conservative in forecasting investment interest rates and has selected to forecast at a rate of 4.5% return.

### **3.1.2.5 Profit on Disposal of Assets - Land and Fleet**

This normally represents the book profit on disposal of City assets such as plant and vehicles.

### **3.1.3 Operational Expenditure Forecasts**

#### **3.1.3.1 Employee Costs**

Employee costs are those expenses associated with the employment of staff which include salaries and wages, superannuation, recruitment costs, uniforms, etc. An increase of CPI has been applied across the life of the plan with staffing levels remaining constant in line with current service provision and the Workforce Plan.

#### **3.1.3.2 Loss on Disposal of Assets**

There have been no projections made for loss on disposal of assets in future years.

#### **3.1.3.3 Program and Services Expenditure**

This includes all operating expenses other than employee costs, borrowing interest and loss on disposal of assets. Such expenses include materials and contracts, utility charges, insurance expenses and other operating expenses.

The program and services expenditure (community, environment, regulatory and organisation support) forecast is based on:

- existing service levels being maintained;
- no significant changes to the level of subsidisation that existing services receive from Municipal Funds;
- utility costs to increase by CPI plus 5% per year;
- HACC User Charges will increase by CPI each year; and
- all other costs, including material and contracts, to increase by 2% per year.

#### **Depreciation**

This is included for balancing and information purposes but as it is a non-cash item there is no impact on the net cash calculations.

## **3.2 Key Performance Indicators and Financial Ratios**

Financial ratios are designed to indicate an organisation's financial management performance and are a good starting point from which Council can readily ascertain its financial health and financially sustainable position.

Whilst ratios are a useful guide, there is no one indicator, or financial year, that can be used to judge the financial sustainability of the City. Each ratio summarised at page 15 should not be considered in isolation.

### **Current Ratio (Liquidity Ratio)**

#### **Description**

Current assets divided by current liabilities.

#### **Objective**

To measure Council's ability to pay existing liabilities within the next 12 months.

#### **Ratio target**

Greater than 1.1:1.

### **Rationale**

Greater than 1.1:1 is the preferred position.

Between 1:1 and 0.9:1 may indicate a short-term funding issue.

Less than 0.9:1 indicates an inability to Council to meet its short-term obligations and immediate remedial action is required.

### **Factors Influencing the Indicator**

Anomalies may arise due to heavy loan repayments in the 12 months following the point of calculation of the current ratio. This will effectively inflate the level of current liabilities, when they are not necessarily due at the point of calculation. A disadvantage of this ratio is that it only plots the values at a moment in time (at June 30 each year).

## **Operating Surplus Ratio**

### **Description**

The operating surplus ratio is the indicator of the extent to which revenues raised cover operational expenses and the extent to which surpluses are generated to fund capital projects.

### **Objective**

To highlight Council's rating needs to maintain a positive operating surplus.

### **Ratio target**

Between 0% and 15%.

### **Rationale**

A positive ratio indicates the percentage of total rates to help fund proposed capital expenditure.

A negative ratio indicates the percentage increase in total rates that would be required to achieve a break even result.

### **Factors Influencing the Indicator**

The most significant factor influencing this ratio is the current economic climate and the community's ability to pay increased rates.

## **Rates Coverage Ratio**

### **Description**

Total rate revenue as a percentage of total expenses.

### **Objective**

To measure Council's dependence on rate revenue to fund operations.

### **Ratio target**

Greater than 40%.

### **Rationale**

Greater than 40% is good.

Less than 40% is poor.

The higher the ratio the higher the dependency on rates (controllable) and the less dependency on government grants and other funding sources (uncontrollable). Councils with a higher rate coverage ratio have greater control over their own revenue and find it easier to cope with unforeseen funding requirements and have more flexible budget options.

**Factors Influencing the Indicator**

Decreases in government grant and other funding sources availability.

**Debt Service Ratio**

**Description**

Debt service costs (principal and loan interest) divided by available operating revenue.

**Objective**

To highlight Council's ability to service debt out of general purpose funds.

**Ratio target**

Advanced standard if ratio is greater than five (5).

Basic standard if between two (2) and five (5).

**Rationale**

Calculated as annual surplus (before interest and depreciation) divided by annual debt service payments. This indicator is used by the Western Australian Treasury Corporation (WATC) in considering loan applications from the City.

**Factors Influencing the Indicator**

Councils with a higher proportion of revenues from rates can also effectively operate at higher debt service ratios as they are more able to generate revenue via rates increases to cope with the debt burden.

**Asset Sustainability Ratio**

**Description**

Capital expenditure on renewal and replacement of assets as a percentage of depreciation.

**Objective**

To manage the extent to which assets are being replaced in comparison to the rate at which they are wearing out.

**Ratio target**

Between 90% and 100%.

**Rationale**

It is good practice for capital expenditure for existing assets to be renewed or replaced to a level at least equal to average depreciation over time to ensure the value of its existing physical assets is maintained. Failing to maintain these assets will progressively undermine Council's financial sustainability as it is likely that additional maintenance costs associated with assets that have exceeded their economic life will be in excess of costs associated with renewal or replacement. The Asset Management Plans for critical assets play a crucial part in ensuring Council is aware of the status of these assets and the work required to maintain them.

**Factors Influencing the Indicator**

Council's current operating surplus/deficit position and its ability to have the necessary resources to maintain its assets.

## **Asset Consumption Ratio**

### **Description**

The written down value of Council's depreciable assets as a percentage of the current replacement cost of depreciable assets.

### **Objective**

To highlight the aged condition of Council's stock of physical assets.

### **Ratio target**

Between 50% and 75%.

### **Rationale**

If Council had a low asset consumption ratio it would indicate that, on average, its overall asset stock is relatively aged and has not been maintained.

A high ratio would signal that its overall asset stock is in relatively good condition and that it is being maintained.

Council must pay particular attention to its Asset Management Plans to ensure it maintains its assets at the required service levels.

## **Asset Renewal Funding Ratio**

### **Description**

Net present value of planned capital expenditure (from the LTFP) over ten years as a percentage of the net present value of the required capital expenditure (from the Asset Management Plans) over the same period. Net present value is the value of the dollar today compared with the value of the same dollar in the future.

### **Objective**

To measure the extent to which assets are being renewed compared to depreciation. This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of service in future.

### **Ratio target**

Advanced if between 95% and 105%.

## 4 Section 3

### 4.1 Sensitivity Analysis and Financial Modelling Scenarios

The LTFP contains a wide range of assumptions about the potential effect of inflation on revenues and expenditures, ongoing external funding sources, interest rates and the level of service provision. Some of these assumptions will have a relatively limited impact if they are incorrect. Others can have a major impact on future financial plans.

It is therefore important the plan is tested by varying the parameters of the assumptions.

Three scenarios were developed using different assumptions and changes in variables to determine the capacity of the City's to deliver services and assets to the community. The models were:

- Existing (business as usual);
- 6.5 - 7.5% rate increase, 3% employee costs increase above CPI and 7% utility costs increase above CPI; and
- 5% rate increase and imposition of a Property Surveillance & Security Service Charge.

#### **Existing ('business as usual')**

The existing scenario was based on small population growth, minor changes in service levels and a 4.5% rate increase per annum. Capital expenditure levels have been aligned to the City's *Asset Management Plans* along with other planned capital projects. A balanced budget for the life of the LTFP has been modelled.

#### **6.5 - 7.5% rate increase, 3% employee costs increase above CPI and 7% utility costs increase above CPI**

A further scenario was prepared based on the assumptions detailed within the LTFP with the forecasted 6.5 - 7.5% rate increase, 3% employee costs increase above CPI and 7% utility costs increase above CPI. This resulted in:

- significantly higher operating surpluses;
- increases in transfers to reserve funds;
- improved current ratio;
- decrease (favourable) in rate coverage ratio; and
- no cash short falls.

#### **5% rate increase and imposition of a Property Surveillance & Security Service Charge**

Using the above variables, a third scenario was developed with expected population growth, budget surpluses and the same level of operating and reserve fund transfers. A 5% increase in rates and the imposition of a Property Surveillance & Security Service Charge over the life of the plan results in:

- moderate increases in operating surpluses;
- moderate improvement to current ratio; and
- no change to asset ratios.

## 4.2 Risk Assessment

The major risks associated with long-term financial planning relate to:

### **New Capital Works Program**

Delays in approvals for major capital works projects may occur if the viability of the project relies on land acquisition which may be affected by movements in land prices and funding of the projects.

A number of new building refurbishment and redevelopment projects are included each year in the LTFP. All of these are proposed to be constructed on land owned by the CoB. The developments will not require external approvals and are being funded through grants or municipal funds. The risk associated with construction of major capital projects is therefore considered low.

### **Government Grants and Subsidies**

Much of the City's operating and capital works expenditure funding is sourced from government and public open space grants.

Services and capital works such as the home and community care program, road and footpath renewal, upgrading recreational facilities and equipment, and development and renewal of our sustainable environment are provided to the community through the assistance of government grants.

The LTFP details the grant funding required to provide such services and capital works programs and is based on the assumption the grant funding will continue for the life of the plan.

In the short term, the risk of failure in obtaining government grant funding to deliver these services and programs is considered low.

### **Financial Risks**

Council's activities expose it to a variety of financial risks including credit risk, liquidity risk and interest rate risk. The Council's overall financial risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the City.

#### ▪ **Cash and Investments**

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. Cash and investments are subject to interest rate risk, which is the risk at which movements in interest rates could affect returns. To manage the investment and interest risks Council has a robust investment policy and regularly reviews the performance of the portfolio.

#### ▪ **Receivables**

Council's major receivables comprise annual rates, service charges and user charges and fees. The major risk associated with these receivables is credit risk, which is the risk that the debts may not be repaid. Council manages this risk by monitoring outstanding debt and employing debt recovery policies.

#### ▪ **Accounts Payables and Borrowings**

Payables and borrowings are both subject to liquidity risk, which is the risk that Council will have insufficient funds to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash safeguard.



5 Section 4

5.1 Summary of Information from Long-Term Financial Plan

City of Bayswater Summary of Information from Long-Term Financial Plan 2013-2023										
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>DAY TO DAY OPERATIONS</b>										
<b>Revenue</b>										
Rates Revenue	34,549	36,732	38,385	40,112	41,917	43,804	45,775	47,835	49,987	52,237
Fees and Charges	18,403	19,189	20,009	20,864	21,755	22,685	23,654	24,666	25,720	26,820
Operating Grants	11,170	11,505	11,850	12,206	12,572	12,949	13,338	13,738	14,150	14,574
Grants for the Development of Assets	2,878	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800
Interest on Investments	3,171	3,314	3,463	3,619	3,781	3,952	4,129	4,315	4,509	4,712
All Other Revenue	485	500	515	530	546	562	579	596	614	633
Sale of Land Proceeds	-	-	2,000	4,000	10,000	7,600	-	-	-	-
	<b>70,656</b>	<b>74,239</b>	<b>79,311</b>	<b>84,513</b>	<b>89,850</b>	<b>94,928</b>	<b>90,953</b>	<b>94,732</b>	<b>98,671</b>	<b>102,776</b>
<b>Expenditure</b>										
Employee Costs	(28,000)	(29,260)	(30,577)	(31,953)	(33,391)	(34,893)	(36,463)	(38,104)	(39,819)	(41,611)
Materials and Contracts	(26,778)	(27,314)	(27,860)	(28,417)	(28,985)	(29,565)	(30,156)	(30,760)	(31,375)	(32,002)
Utility Costs	(3,457)	(3,734)	(4,032)	(4,355)	(4,703)	(5,079)	(5,486)	(5,925)	(6,399)	(6,911)
Interest Expense	(13)	(11)	(6)	(6)	(602)	(482)	(355)	(222)	(83)	-
Insurance	(839)	(864)	(890)	(917)	(944)	(973)	(1,002)	(1,032)	(1,063)	(1,095)
All Other Expenditure	-	-	-	-	-	-	-	-	-	-
Depreciation	(8,260)	(10,361)	(10,665)	(11,218)	(11,823)	(12,212)	(12,452)	(12,596)	(12,714)	(12,825)
	<b>(67,347)</b>	<b>(71,543)</b>	<b>(74,030)</b>	<b>(76,865)</b>	<b>(80,449)</b>	<b>(83,204)</b>	<b>(85,914)</b>	<b>(88,638)</b>	<b>(91,452)</b>	<b>(94,443)</b>
<b>SUMMARY OF CAPITAL PROJECTS PLANNED</b>										
Renewal/ Upgrade / New Land & Buildings	3,471	6,282	11,355	19,236	6,422	3,780	5,968	6,095	8,833	4,413
Road Infrastructure Projects	2,615	2,978	2,995	3,012	3,029	3,047	3,064	3,116	3,085	3,136
Other Infrastructure Projects	10,089	4,528	6,875	7,473	14,913	10,512	5,357	5,233	5,268	5,268
Plant & Equipment (Net of Sale Proceeds)	1,826	1,717	1,917	2,000	2,040	2,040	2,080	2,130	2,170	2,170
Furniture & Equipment	1,182	667	784	1,387	1,064	749	1,238	135	322	322
	<b>19,183</b>	<b>16,172</b>	<b>23,926</b>	<b>33,108</b>	<b>27,468</b>	<b>20,128</b>	<b>17,707</b>	<b>16,709</b>	<b>19,678</b>	<b>15,309</b>
<b>BORROWINGS</b>										
New Loans Raised	-	-	-	13,000	-	-	-	-	-	-
Existing Loans	222	-	-	-	-	-	-	-	-	-
Debt Repayment	74	69	41	14	2,949	2,947	2,947	2,948	1,228	-
Debt Outstanding	<b>148</b>	<b>79</b>	<b>38</b>	<b>13,024</b>	<b>10,075</b>	<b>7,128</b>	<b>4,181</b>	<b>1,233</b>	<b>5</b>	<b>-</b>
<b>CASH RESERVES</b>										
Opening Balance	41,924	39,298	38,920	29,115	27,779	23,080	27,937	24,925	23,410	22,809
Reserve Funds Used	(2,626)	(378)	(9,805)	(1,335)	(4,699)	4,857	(3,013)	(1,514)	(601)	845
<b>Total of Cash Reserves</b>	<b>39,298</b>	<b>38,920</b>	<b>29,115</b>	<b>27,779</b>	<b>23,080</b>	<b>27,937</b>	<b>24,925</b>	<b>23,410</b>	<b>22,809</b>	<b>23,654</b>

**City of Bayswater  
Summary of Information from Long-Term Financial Plan 2013-2023**

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>KEY ASSUMPTIONS AND STATISTICS</b>										
Annual Rate Increase	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Growth in Rate Base	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Other Revenue Increases	3% to 4.5%	3% to 4.5%	3% to 4.5%	3% to 4.5%	3% to 4.5%	3% to 4.5%	3% to 4.5%	3% to 4.5%	3% to 4.5%	3% to 4.5%
Utilities (Energy, Water) Increases	8.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Other Expense Increases	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
<b>SUSTAINABILITY RATIOS</b>										
Operating Surplus Ratio - Target 0% to 15%	1.2%	-0.8%	0.5%	1.2%	0.3%	1.7%	3.4%	5.3%	7.1%	8.7%
Current Ratio - Target > or = to 1	6.05	5.72	4.77	3.39	2.95	3.07	2.82	3.31	3.78	4.60
Rates Coverage Ratio - Target > or = to 40%	51.3%	51.3%	51.9%	52.2%	52.1%	52.6%	53.3%	54.0%	54.7%	55.3%
Debt Service Coverage Ratio - Target > or = 2	670	915	1810	1948	4	4	4	5	12	17358
Asset Sustainability Ratio - Target > 90%	107.7%	91.4%	91.5%	97.1%	91.0%	67.6%	92.2%	88.5%	91.8%	91.3%
Asset Consumption Ratio - Target > 90%	62.8%	61.9%	62.4%	64.2%	64.8%	64.1%	63.0%	61.7%	60.8%	59.3%
Asset Renewal Funding Ratio - Target 95 - 100%	62.50%	79.41%	77.38%	81.52%	94.21%	94.58%	95.84%	96.28%	99.86%	104.00%

5.2 Statement of Comprehensive Income by Nature and Type

<b>City of Bayswater Long-Term Financial Plan 2013 - 2023</b>											
<b>Statement of Comprehensive Income by Nature and Type</b>											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>											
Rates	34,249	35,790	37,401	39,084	40,843	42,680	44,601	46,608	48,706	50,897	
Rates Growth	300	942	984	1,029	1,075	1,123	1,174	1,227	1,282	1,339	
Operating Grants, Subsidies & Contributions	11,170	11,505	11,850	12,206	12,572	12,949	13,338	13,738	14,150	14,574	
Fees & Charges	9,981	10,430	10,900	11,390	11,903	12,438	12,998	13,583	14,194	14,833	
Waste Management Charges	8,422	8,759	9,109	9,474	9,853	10,247	10,657	11,083	11,526	11,987	
Interest Earnings	3,171	3,314	3,463	3,619	3,781	3,952	4,129	4,315	4,509	4,712	
Other Revenue	485	500	515	530	546	562	579	596	614	633	
<b>Total Revenue</b>	<b>67,778</b>	<b>71,239</b>	<b>74,221</b>	<b>77,330</b>	<b>80,572</b>	<b>83,951</b>	<b>87,475</b>	<b>91,150</b>	<b>94,981</b>	<b>98,976</b>	
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>											
Employee Costs	(28,000)	(29,260)	(30,577)	(31,953)	(33,391)	(34,893)	(36,463)	(38,104)	(39,819)	(41,611)	
Materials & Contracts	(26,778)	(27,314)	(27,860)	(28,417)	(28,985)	(29,565)	(30,156)	(30,760)	(31,375)	(32,002)	
Utilities	(3,457)	(3,734)	(4,032)	(4,355)	(4,703)	(5,079)	(5,486)	(5,925)	(6,399)	(6,911)	
Depreciation	(8,260)	(10,361)	(10,665)	(11,218)	(11,823)	(12,212)	(12,452)	(12,596)	(12,714)	(12,825)	
Interest Expenses	(13)	(11)	(6)	(6)	(602)	(482)	(355)	(222)	(83)	-	
Insurance	(839)	(864)	(890)	(917)	(944)	(973)	(1,002)	(1,032)	(1,063)	(1,095)	
Other Expenditure	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenditure</b>	<b>(67,347)</b>	<b>(71,543)</b>	<b>(74,030)</b>	<b>(76,865)</b>	<b>(80,449)</b>	<b>(83,204)</b>	<b>(85,914)</b>	<b>(88,638)</b>	<b>(91,452)</b>	<b>(94,443)</b>	
<b>Sub-total</b>	<b>431</b>	<b>(304)</b>	<b>191</b>	<b>465</b>	<b>123</b>	<b>747</b>	<b>1,562</b>	<b>2,512</b>	<b>3,529</b>	<b>4,533</b>	
Non-Operating Grants, Subsidies & Contributions	2,878	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
Aged Persons Homes - Unit Sales	-	-	2,000	4,000	10,000	7,600	-	-	-	-	
Profit on Asset Disposals	(170)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	
Loss on Asset Disposals	2,708	2,900	4,990	7,083	13,178	10,877	3,378	3,482	3,590	3,700	
<b>Sub-total</b>	<b>3,139</b>	<b>2,596</b>	<b>5,181</b>	<b>7,548</b>	<b>13,301</b>	<b>11,624</b>	<b>4,939</b>	<b>5,994</b>	<b>7,118</b>	<b>8,233</b>	
<b>NET RESULT</b>	<b>3,139</b>	<b>2,596</b>	<b>5,181</b>	<b>7,548</b>	<b>13,301</b>	<b>11,624</b>	<b>4,939</b>	<b>5,994</b>	<b>7,118</b>	<b>8,233</b>	
<b>Other Comprehensive Income</b>											
Changes in Valuation of non-current assets	93,270	-	-	-	-	-	-	-	-	-	
Total Other Comprehensive Income	93,270	-	-	-	-	-	-	-	-	-	
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>96,409</b>	<b>2,596</b>	<b>5,181</b>	<b>7,548</b>	<b>13,301</b>	<b>11,624</b>	<b>4,939</b>	<b>5,994</b>	<b>7,118</b>	<b>8,233</b>	

5.3 Statement of Comprehensive Income by Program

City of Bayswater Long-Term Financial Plan 2013 - 2023 Statement of Comprehensive Income by Program											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>INCOME: REVENUES FROM ORDINARY ACTIVITIES</b>											
Governance	39,552	41,622	43,364	45,181	47,075	49,050	51,109	53,256	55,494	57,829	-
General Purpose Funding	223	235	244	255	265	277	288	300	313	326	-
Law, Order, Public Safety	129	136	141	147	154	160	167	174	181	189	-
Health	10,031	10,556	10,998	11,459	11,939	12,440	12,962	13,506	14,074	14,666	-
Education and Welfare	85	89	93	97	101	105	110	114	119	124	-
Housing	9,740	10,250	10,679	11,126	11,593	12,079	12,586	13,115	13,666	14,241	-
Community Amenities	7,124	7,497	7,811	8,138	8,479	8,835	9,206	9,592	9,995	10,416	-
Recreation and Culture	262	276	287	299	312	325	339	353	368	383	-
Transport	543	571	595	620	646	673	702	731	762	794	-
Economic Services	89	94	98	102	106	110	115	120	125	130	-
Other Property and Services	67,778	71,325	74,311	77,424	80,669	84,054	87,582	91,261	95,098	99,098	-
<b>Total Revenue</b>											
<b>EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES</b>											
Governance	(5,157)	(5,479)	(5,670)	(5,887)	(6,116)	(6,336)	(6,553)	(6,772)	(6,998)	(7,233)	
General Purpose Funding	(579)	(615)	(637)	(661)	(687)	(711)	(736)	(760)	(786)	(812)	
Law, Order, Public Safety	(2,125)	(2,258)	(2,336)	(2,426)	(2,520)	(2,611)	(2,700)	(2,790)	(2,884)	(2,981)	
Health	(1,827)	(1,941)	(2,009)	(2,086)	(2,167)	(2,245)	(2,322)	(2,399)	(2,479)	(2,563)	
Education and Welfare	(11,213)	(11,914)	(12,328)	(12,800)	(13,298)	(13,776)	(14,249)	(14,725)	(15,216)	(15,727)	
Housing	(159)	(169)	(175)	(182)	(189)	(195)	(202)	(209)	(216)	(223)	
Community Amenities	(10,622)	(11,286)	(11,678)	(12,126)	(12,597)	(13,050)	(13,498)	(13,948)	(14,414)	(14,899)	
Recreation and Culture	(26,400)	(28,050)	(29,025)	(30,137)	(31,308)	(32,435)	(33,547)	(34,668)	(35,826)	(37,029)	
Transport	(5,414)	(5,752)	(5,952)	(6,180)	(6,420)	(6,652)	(6,880)	(7,109)	(7,347)	(7,594)	
Economic Services	(1,274)	(1,354)	(1,401)	(1,454)	(1,511)	(1,565)	(1,619)	(1,673)	(1,729)	(1,787)	
Other Property and Services	(2,564)	(2,713)	(2,813)	(2,921)	(3,036)	(3,145)	(3,253)	(3,362)	(3,474)	(3,596)	
<b>Total Expenditure</b>	(67,334)	(71,532)	(74,024)	(76,859)	(79,847)	(82,722)	(85,559)	(88,416)	(91,369)	(94,443)	
<b>Net Result from Operating Activities</b>	444	(207)	287	564	823	1,331	2,023	2,845	3,728	4,654	

**City of Bayswater Long-Term Financial Plan 2013 - 2023**  
**Statement of Comprehensive Income by Program**

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>FINANCE COSTS</b>										
Recreation and Culture	(13)	(11)	(6)	(6)	(602)	(482)	(355)	(222)	(83)	-
Sub-total	(13)	(11)	(6)	(6)	(602)	(482)	(355)	(222)	(83)	-
<b>NON-OPERATING GRANTS, SUBSIDIES, CONTRIBUTIONS</b>										
Law, Order, Public Safety	1,416	1,476	1,520	1,566	1,613	1,661	1,711	1,762	1,815	1,870
Recreation and Culture	-	-	2,000	4,000	10,000	7,600	-	-	-	-
Education and Welfare	1,407	1,467	1,511	1,556	1,603	1,651	1,700	1,751	1,804	1,858
Transport	55	57	59	61	63	65	66	68	71	73
Economic Services	2,878	3,000	5,090	7,183	13,278	10,977	3,478	3,582	3,690	3,800
Sub-total	(18)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)
<b>PROFIT / (LOSS) ON DISPOSAL OF ASSETS</b>										
Governance	(18)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)
General Purpose Funding	(18)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)
Law, Order, Public Safety	(13)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)
Health	-	-	-	-	-	-	-	-	-	-
Education and Welfare	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Community Amenities	(3)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Recreation and Culture	(6)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)
Transport	(21)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)
Economic Services	(91)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)
Other Property and Services	(170)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Sub-total	3,139	2,682	5,271	7,641	13,399	11,726	5,046	6,106	7,235	8,355
<b>NET RESULT</b>										
OTHER COMPREHENSIVE INCOME	93,270	-	-	-	-	-	-	-	-	-
Changes in Valuation of non-current assets	93,270	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	96,409	2,682	5,271	7,641	13,399	11,726	5,046	6,106	7,235	8,355
<b>TOTAL COMPREHENSIVE INCOME</b>										

5.4 Statement of Cash Flows

City of Bayswater Long-Term Financial Plan 2013 - 2023 Statement of Cash Flows											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>											
<b>RECEIPTS</b>											
Rates	35,000	35,212	36,687	38,223	39,824	41,495	43,236	45,053	46,946	48,921	
Operating Grants, Subsidies & Contributions	11,170	11,265	11,737	12,228	12,741	13,275	13,833	14,414	15,020	15,652	
Fees & Charges	9,976	10,061	10,482	10,921	11,379	11,856	12,354	12,873	13,414	13,979	
Waste Management Charges	8,421	8,493	8,848	9,219	9,605	10,008	10,428	10,866	11,323	11,800	
Interest Earnings	3,171	3,198	3,332	3,471	3,617	3,769	3,927	4,092	4,264	4,443	
Goods and Services Tax	2,500	2,521	2,627	2,737	2,852	2,971	3,096	3,226	3,362	3,503	
Other Revenue	485	489	510	531	553	576	601	626	652	680	
<b>Sub-total</b>	<b>70,723</b>	<b>71,239</b>	<b>74,222</b>	<b>77,331</b>	<b>80,571</b>	<b>83,951</b>	<b>87,474</b>	<b>91,150</b>	<b>94,981</b>	<b>98,976</b>	
<b>PAYMENTS</b>											
Employee Costs (Operating Only)	(27,750)	(27,587)	(28,571)	(29,600)	(30,674)	(31,795)	(32,966)	(34,189)	(35,468)	(36,801)	
Materials & Contracts	(29,486)	(29,313)	(30,358)	(31,452)	(32,593)	(33,785)	(35,028)	(36,328)	(37,686)	(39,104)	
Utilities (gas, electricity, water, etc.)	(3,457)	(3,437)	(3,559)	(3,687)	(3,821)	(3,961)	(4,107)	(4,259)	(4,418)	(4,585)	
Insurance	(839)	(834)	(864)	(895)	(927)	(961)	(997)	(1,034)	(1,072)	(1,113)	
Interest	(12)	(12)	(12)	(13)	(13)	(491)	(964)	(232)	(93)	(16)	
Other Expenditure	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>(61,544)</b>	<b>(61,182)</b>	<b>(63,364)</b>	<b>(65,647)</b>	<b>(68,625)</b>	<b>(70,993)</b>	<b>(73,462)</b>	<b>(76,042)</b>	<b>(78,738)</b>	<b>(81,618)</b>	
<b>Net Cash Provided by (Used in) Operating Activities</b>	<b>9,179</b>	<b>10,057</b>	<b>10,858</b>	<b>11,684</b>	<b>11,946</b>	<b>12,958</b>	<b>14,012</b>	<b>15,108</b>	<b>16,243</b>	<b>17,358</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
Payments for Development of Land Held for Resale	-	-	-	(22,723)	(9,626)	(6,669)	(9,386)	(8,460)	(11,425)	(7,005)	
Payments for Purchase of Property, Plant & Equipment	(6,649)	(8,766)	(14,156)	(9,870)	(17,942)	(13,559)	(8,421)	(8,349)	(8,353)	(8,404)	
Payments for Construction of Infrastructure	(12,704)	(7,506)	(9,870)	(10,485)	(10,000)	(7,600)	-	-	-	-	
Aged Persons Homes - Sale of Units	-	2,000	2,000	4,000	10,000	7,600	-	-	-	-	
Grants / Contributions for the Development of Assets	2,878	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	
Proceeds from Sales (excluding Land)	629	600	600	600	600	600	600	600	600	600	
Proceeds from Sale of Land	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(15,846)</b>	<b>(12,672)</b>	<b>(18,336)</b>	<b>(25,425)</b>	<b>(13,690)</b>	<b>(8,651)</b>	<b>(13,729)</b>	<b>(12,627)</b>	<b>(15,488)</b>	<b>(11,009)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
Repayment of Debentures	(74)	(69)	(41)	(14)	(2,949)	(2,947)	(2,947)	(2,948)	(1,228)	-	
Proceeds from Self Supporting Loans	74	69	41	14	6	4	4	5	-	-	
Proceeds from New Debentures	-	-	-	13,000	-	-	-	-	-	-	
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,000</b>	<b>(2,943)</b>	<b>(2,943)</b>	<b>(2,943)</b>	<b>(2,943)</b>	<b>(1,228)</b>	<b>-</b>	
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(6,667)</b>	<b>(2,615)</b>	<b>(7,478)</b>	<b>(741)</b>	<b>(4,687)</b>	<b>1,364</b>	<b>(2,660)</b>	<b>(462)</b>	<b>(473)</b>	<b>6,349</b>	
Cash at Beginning of Year	48,761	42,094	39,479	32,001	31,261	26,574	27,938	25,279	24,816	24,344	
<b>Cash at the End of Year</b>	<b>42,094</b>	<b>39,479</b>	<b>32,001</b>	<b>31,261</b>	<b>26,574</b>	<b>27,938</b>	<b>25,279</b>	<b>24,816</b>	<b>24,344</b>	<b>30,693</b>	

5.5 Statement of Financial Position

<b>City of Bayswater Long-Term Financial Plan 2013 - 2023 Statement of Financial Position</b>											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>ASSETS</b>											
<b>CURRENT ASSETS</b>											
Cash and Cash Equivalents	42,094	39,479	32,001	31,261	26,574	27,938	25,279	24,816	24,344	30,693	
Receivables	4,859	4,789	4,747	4,732	4,726	4,722	4,717	4,713	4,712	4,712	
Inventories	116	116	116	116	116	116	116	116	116	116	
Inventories - Land Held for Resale	-	-	-	-	-	-	-	-	-	-	
<b>Total Current Assets</b>	<b>47,069</b>	<b>44,384</b>	<b>36,864</b>	<b>36,109</b>	<b>31,416</b>	<b>32,776</b>	<b>30,112</b>	<b>29,645</b>	<b>29,172</b>	<b>35,521</b>	
<b>NON-CURRENT ASSETS</b>											
Receivables	804	804	804	804	804	804	804	804	804	804	
Inventories	-	-	-	-	-	-	-	-	-	-	
Property, Plant and Equipment	88,036	93,056	103,201	121,442	126,178	127,803	131,997	135,132	141,125	142,599	
Equity Investments	14,824	14,824	14,824	14,824	14,824	14,824	14,824	14,824	14,824	14,824	
Infrastructure	248,477	248,668	251,184	254,232	264,542	270,232	270,694	271,072	271,443	271,853	
<b>Total Non-Current Assets</b>	<b>352,141</b>	<b>357,352</b>	<b>370,013</b>	<b>391,303</b>	<b>406,348</b>	<b>413,664</b>	<b>418,319</b>	<b>421,832</b>	<b>428,196</b>	<b>430,080</b>	
<b>TOTAL ASSETS</b>	<b>399,210</b>	<b>401,736</b>	<b>406,877</b>	<b>427,411</b>	<b>437,763</b>	<b>446,440</b>	<b>448,431</b>	<b>451,478</b>	<b>457,368</b>	<b>465,601</b>	
<b>LIABILITIES</b>											
<b>CURRENT LIABILITIES</b>											
Payables	4,075	4,075	4,075	4,075	4,075	4,075	4,075	4,075	4,075	4,075	
Current Portion of Long Term Borrowings	69	41	14	2,949	2,947	2,947	2,948	1,228	-	-	
Provisions	3,642	3,642	3,642	3,642	3,642	3,642	3,642	3,642	3,642	3,642	
<b>Total Current Liabilities</b>	<b>7,786</b>	<b>7,758</b>	<b>7,731</b>	<b>10,666</b>	<b>10,664</b>	<b>10,664</b>	<b>10,665</b>	<b>8,945</b>	<b>7,717</b>	<b>7,717</b>	
<b>NON-CURRENT LIABILITIES</b>											
Long Term Borrowings	80	38	24	10,075	7,128	4,181	1,233	5	5	5	
Aged Persons Homes Refundable Contributions	23,935	23,935	23,935	23,935	23,935	23,935	23,935	23,935	23,935	23,935	
Provisions	400	400	400	400	400	400	400	400	400	400	
<b>Total Non-Current Liabilities</b>	<b>24,415</b>	<b>24,373</b>	<b>24,359</b>	<b>34,410</b>	<b>31,463</b>	<b>28,516</b>	<b>25,568</b>	<b>24,340</b>	<b>24,340</b>	<b>24,340</b>	
<b>TOTAL LIABILITIES</b>	<b>32,201</b>	<b>32,131</b>	<b>32,090</b>	<b>45,076</b>	<b>42,127</b>	<b>39,180</b>	<b>36,233</b>	<b>33,285</b>	<b>32,057</b>	<b>32,057</b>	
<b>NET ASSETS</b>	<b>367,009</b>	<b>369,605</b>	<b>374,787</b>	<b>382,335</b>	<b>395,636</b>	<b>407,260</b>	<b>412,198</b>	<b>418,193</b>	<b>425,311</b>	<b>433,544</b>	

City of Bayswater Long-Term Financial Plan 2013 - 2023  
Statement of Financial Position

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>NET CURRENT ASSETS</b>										
<b>CURRENT ASSETS</b>										
Cash and Cash Equivalents	42,094	39,479	32,001	31,261	26,574	27,938	25,279	24,816	24,344	30,693
Receivables	4,859	4,789	4,747	4,732	4,726	4,722	4,717	4,713	4,712	4,712
Inventories	116	116	116	116	116	116	116	116	116	116
Inventories - Land Held for Resale	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>47,069</b>	<b>44,384</b>	<b>36,864</b>	<b>36,109</b>	<b>31,416</b>	<b>32,776</b>	<b>30,112</b>	<b>29,645</b>	<b>29,172</b>	<b>35,521</b>
<b>CURRENT LIABILITIES</b>										
Payables	4,075	4,075	4,075	4,075	4,075	4,075	4,075	4,075	4,075	4,075
Current Portion of Long Term Borrowings	69	41	14	2,949	2,947	2,947	2,948	1,228	-	-
Provisions	3,642	3,642	3,642	3,642	3,642	3,642	3,642	3,642	3,642	3,642
<b>Total Current Liabilities</b>	<b>7,786</b>	<b>7,758</b>	<b>7,731</b>	<b>10,666</b>	<b>10,664</b>	<b>10,664</b>	<b>10,665</b>	<b>8,945</b>	<b>7,717</b>	<b>7,717</b>
<b>NET CURRENT ASSETS</b>	<b>39,283</b>	<b>36,626</b>	<b>29,133</b>	<b>25,443</b>	<b>20,752</b>	<b>22,112</b>	<b>19,447</b>	<b>20,700</b>	<b>21,455</b>	<b>27,804</b>
LESS: Restricted Reserves	(39,298)	(38,920)	(29,115)	(27,779)	(23,080)	(27,937)	(24,925)	(23,410)	(22,809)	(23,654)
LESS: Restricted Muni	2,744	2,814	2,854	2,868	2,874	2,878	2,883	2,887	2,887	2,887
ADD: Current Long Term Borrowings	69	41	14	2,949	2,947	2,947	2,948	1,228	-	-
ADD: Cash-backed Leave Reserve	-	-	-	-	-	-	-	-	-	-
<b>OPENING/CLOSING FUNDS</b>	<b>2,798</b>	<b>561</b>	<b>2,887</b>	<b>3,480</b>	<b>3,492</b>	<b>(0)</b>	<b>353</b>	<b>1,405</b>	<b>1,532</b>	<b>7,036</b>



5.6 Statement of Changes in Equity

<b>City of Bayswater Long-Term Financial Plan 2013 - 2023</b>											
<b>Statement of Changes in Equity</b>											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>EQUITY</b>											
<b>RETAINED SURPLUS</b>											
Balance 1 July	178,713	184,477	185,929	200,916	209,799	227,799	234,566	242,518	250,026	257,745	257,745
Transfer from / (to) Reserve	2,625	(1,144)	9,805	1,335	4,699	(4,857)	3,013	1,514	601	601	(845)
Net Result	3,139	2,596	5,181	7,548	13,301	11,624	4,939	5,994	7,118	7,118	8,233
<b>Balance 30 June</b>	<b>184,477</b>	<b>185,929</b>	<b>200,916</b>	<b>209,799</b>	<b>227,799</b>	<b>234,566</b>	<b>242,518</b>	<b>250,026</b>	<b>257,745</b>	<b>257,745</b>	<b>265,134</b>
<b>CASH BACKED RESERVES</b>											
Balance 1 July	41,923	39,298	40,442	30,637	29,301	24,602	29,459	26,447	24,932	24,932	24,331
Transfer (from) / to Reserve	(2,625)	1,144	(9,805)	(1,335)	(4,699)	4,857	(3,013)	(1,514)	(601)	(601)	845
<b>Balance 30 June</b>	<b>39,298</b>	<b>40,442</b>	<b>30,637</b>	<b>29,301</b>	<b>24,602</b>	<b>29,459</b>	<b>26,447</b>	<b>24,932</b>	<b>24,331</b>	<b>24,331</b>	<b>25,176</b>
<b>ASSET REVALUATION RESERVE</b>											
Balance 1 July	49,964	143,234	143,234	143,234	143,234	143,234	143,234	143,234	143,234	143,234	143,234
Total Other Comprehensive Income	93,270	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>	<b>143,234</b>
<b>TOTAL EQUITY</b>											
<b>Balance 30 June</b>	<b>367,009</b>	<b>369,605</b>	<b>374,787</b>	<b>382,334</b>	<b>395,636</b>	<b>407,259</b>	<b>412,198</b>	<b>418,192</b>	<b>425,311</b>	<b>425,311</b>	<b>433,544</b>
<b>Net Assets as Balance Sheet</b>	<b>367,009</b>	<b>369,605</b>	<b>374,787</b>	<b>382,335</b>	<b>395,636</b>	<b>407,260</b>	<b>412,198</b>	<b>418,193</b>	<b>425,311</b>	<b>425,311</b>	<b>433,544</b>

5.7 Rate Setting Statement

<b>City of Bayswater Long-Term Financial Plan 2013 - 2023</b>											
<b>Rate Setting Statement</b>											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	
<b>REVENUES</b>											
Rate Levies (Under adopted assumptions)	34,549	36,732	38,385	40,112	41,917	43,804	45,775	47,835	49,987	52,237	
Other Revenue	35,937	37,407	40,826	44,301	51,833	51,024	45,078	46,797	48,583	50,440	
Revenues Sub-total	70,486	74,139	79,211	84,413	93,750	94,828	90,853	94,632	98,571	102,676	
<b>EXPENSES</b>											
All Operating Expenses	(67,347)	(71,543)	(74,030)	(76,865)	(80,449)	(83,204)	(85,914)	(88,638)	(91,452)	(94,443)	
Net Operating Profit/(Loss)	3,139	2,596	5,181	7,548	13,301	11,624	4,939	5,994	7,118	8,233	
<b>NON CASH ITEMS</b>											
(Profit)/Loss on Asset Disposals	170	100	100	100	100	100	100	100	100	100	
Movements in Provisions and Accruals	489	-	-	-	-	-	-	-	-	-	
Movement in Non Current Debtors	-	-	-	-	-	-	-	-	-	-	
Depreciation on Assets	8,260	10,361	10,665	11,218	11,823	12,212	12,452	12,596	12,714	12,825	
Sub-total	8,919	10,461	10,765	11,318	11,923	12,312	12,552	12,696	12,814	12,925	
<b>CAPITAL EXPENDITURE AND REVENUE</b>											
Development of Land Held for Resale	-	-	-	-	-	-	-	-	-	-	
Purchase Land and Buildings	(3,471)	(6,282)	(11,355)	(19,236)	(6,422)	(3,780)	(5,968)	(6,095)	(8,833)	(4,413)	
Infrastructure Assets - Roads	(2,615)	(2,978)	(2,995)	(3,012)	(3,029)	(3,047)	(3,064)	(3,116)	(3,085)	(3,136)	
Infrastructure Assets - Other	(10,089)	(4,528)	(6,875)	(7,473)	(14,913)	(10,512)	(5,357)	(5,233)	(5,268)	(5,268)	
Purchase Plant and Equipment	(1,996)	(1,817)	(2,017)	(2,100)	(2,140)	(2,140)	(2,180)	(2,230)	(2,270)	(2,270)	
Purchase Furniture and Equipment	(1,182)	(667)	(784)	(1,387)	(1,064)	(749)	(1,238)	(135)	(322)	(322)	
Proceeds Disposal of Assets	629	600	600	600	600	600	600	600	600	600	
Repayment of Debentures	(74)	(69)	(41)	(14)	(2,949)	(2,947)	(2,947)	(2,948)	(1,228)	-	
Proceeds from New Debentures	-	-	-	13,000	-	-	-	-	-	-	
Self-supporting Loan Principal	74	69	41	14	6	4	4	5	-	-	
Transfers to Reserves	(2,267)	(1,575)	(1,557)	(1,165)	(1,057)	(9,962)	(1,047)	(927)	(866)	(842)	
Transfers from Reserves	4,893	1,953	11,362	2,500	5,756	5,105	4,060	2,441	1,467	(3)	
Net Cash From Investing Activities	(16,098)	(15,294)	(13,621)	(18,273)	(25,212)	(27,428)	(17,137)	(17,638)	(19,805)	(15,654)	
ESTIMATED SURPLUS/(DEFICIT) JULY 1 B/FWD	6,838	2,798	561	2,887	3,480	3,492	(0)	353	1,405	1,532	
ESTIMATED SURPLUS/(DEFICIT) JUNE 30 C/FWD	2,798	561	2,887	3,480	3,492	(0)	353	1,405	1,532	7,036	

5.8 Ten-Year Capital Works Program

<b>City of Bayswater Long-Term Financial Plan 2013 - 2023 Ten Year Capital Works Program</b>										
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>LAND AND BUILDINGS</b>										
Renewal/ Upgrade of Buildings	3,471	6,282	11,355	19,236	6,422	3,780	5,968	6,095	8,833	4,413
<b>Total Land and Buildings</b>	<b>3,471</b>	<b>6,282</b>	<b>11,355</b>	<b>19,236</b>	<b>6,422</b>	<b>3,780</b>	<b>5,968</b>	<b>6,095</b>	<b>8,833</b>	<b>4,413</b>
<b>PLANT AND EQUIPMENT</b>										
Additional Fleet/Plant	1,996	1,817	2,017	2,100	2,140	2,140	2,180	2,230	2,270	2,270
<b>Total Plant and Equipment</b>	<b>1,996</b>	<b>1,817</b>	<b>2,017</b>	<b>2,100</b>	<b>2,140</b>	<b>2,140</b>	<b>2,180</b>	<b>2,230</b>	<b>2,270</b>	<b>2,270</b>
Proceeds of Sale	629	600	600	600	600	600	600	600	600	600
Book Value Assets Sold	799	700	700	700	700	700	700	700	700	700
<b>Profit / (Loss) on Sale</b>	<b>(170)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
<b>FURNITURE AND EQUIPMENT</b>										
Furniture & Equipment	1,182	667	784	1,387	1,064	749	1,238	135	322	322
<b>Total Furniture and Equipment</b>	<b>1,182</b>	<b>667</b>	<b>784</b>	<b>1,387</b>	<b>1,064</b>	<b>749</b>	<b>1,238</b>	<b>135</b>	<b>322</b>	<b>322</b>
<b>INFRASTRUCTURE - ROADS</b>										
Carried Forward Projects	626	-	-	-	-	-	-	-	-	-
Developers Projects - New	535	551	568	585	602	620	637	658	658	678
Local Roadworks - Renewal	1,454	2,427	2,427	2,427	2,427	2,427	2,427	2,458	2,427	2,458
<b>Total Infrastructure Roads</b>	<b>2,615</b>	<b>2,978</b>	<b>2,995</b>	<b>3,012</b>	<b>3,029</b>	<b>3,047</b>	<b>3,064</b>	<b>3,116</b>	<b>3,085</b>	<b>3,136</b>
<b>INFRASTRUCTURE - OTHER</b>										
Other Infrastructure Works	10,089	4,528	6,875	7,473	14,913	10,512	5,357	5,233	5,268	5,268
<b>Total Infrastructure Other</b>	<b>10,089</b>	<b>4,528</b>	<b>6,875</b>	<b>7,473</b>	<b>14,913</b>	<b>10,512</b>	<b>5,357</b>	<b>5,233</b>	<b>5,268</b>	<b>5,268</b>
<b>CAPITAL WORKS TOTAL</b>	<b>19,353</b>	<b>16,272</b>	<b>24,026</b>	<b>33,208</b>	<b>27,568</b>	<b>20,228</b>	<b>17,807</b>	<b>16,809</b>	<b>19,778</b>	<b>15,409</b>
Asset Upgrade	8,900	9,473	9,758	10,893	10,755	8,253	11,476	11,151	11,667	11,710
Asset new	10,453	6,799	14,268	22,315	16,813	11,975	6,331	5,658	8,111	3,699
<b>TOTAL PROCEEDS OF SALE</b>	<b>629</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>TOTAL BOOK VALE ASSETS SOLD</b>	<b>799</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>TOTAL PROFIT ON SALE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL (LOSS) ON SALE</b>	<b>(170)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
NPV RATE 5% (BELOW)										
0.05										
NPV OF CAPITAL WORKS	79,458	95,136	85,663	75,905	65,012	54,257	46,004	34,528	23,377	11,710

5.9 Loan Repayment Schedule

City of Bayswater Long-Term Financial Plan 2013 - 2023 Loan Repayment Schedule (compiled from amortisation schedules)											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>LOAN INTEREST REPAYMENTS</b>											
<i>Self Supporting Loans</i>											
<b>Rec'n &amp; Culture</b>											
Loan 191 - Buildings	4	4	4	4	4	4	4	4	4	4	
Loan 213 - Morley Eagles Softball											
Loan 214 - Gibbney Reserve Clubrooms	2	2	2	2	1	1	1	1	1	1	
Loan 215 - Bedford Bowling Club											
Loan 217 - Windmills Club											
Loan 218 - Bayswater Bowling Club	5	3									
Loan 219 - Northern Suburbs Hebrew	1	1	-	-	-	-	-	-	-	-	
Loan 222 - Morley Noranda Rec Club	1	1	-	-	-	-	-	-	-	-	
<b>Total Self Supporting Loans</b>	<b>13</b>	<b>11</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>
<i>Council Loans</i>											
<b>Total Interest on Council Loans - Aged Homes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>597</b>	<b>477</b>	<b>350</b>	<b>217</b>	<b>78</b>	<b>-</b>	<b>-</b>
<b>Total Interest</b>	<b>13</b>	<b>11</b>	<b>6</b>	<b>6</b>	<b>602</b>	<b>482</b>	<b>355</b>	<b>222</b>	<b>83</b>	<b>-</b>	<b>-</b>

**City of Bayswater Long-Term Financial Plan 2013 - 2023**  
**Loan Repayment Schedule (compiled from amortisation schedules)**

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>LOAN PRINCIPAL REPAYMENTS</b>										
<i>Self-Supporting Loans</i>										
Loan 191	49									
Principal Paid	13	15	17	4	-	-	-	-	-	-
Principal Outstanding	36	21	4	-	-	-	-	-	-	-
Loan 213	-	-	-	-	-	-	-	-	-	-
Principal Paid	-	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
Loan 214	37	3	3	4	4	4	4	5	7	7
Principal Paid	3	31	28	24	20	16	12	7	-	-
Principal Outstanding	34	3	4	4	4	4	4	5	7	7
Loan 215	1									
Principal Paid	1	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
Loan 217	4									
Principal Paid	2	2	-	-	-	-	-	-	-	-
Principal Outstanding	2	-	-	-	-	-	-	-	-	-
Loan 218	92	37	19	3	-	-	-	-	-	-
Principal Paid	35	20	1	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Principal Outstanding	57	17	18	5	5	5	5	5	5	5
Loan 219	28									
Principal Paid	18	10	-	-	-	-	-	-	-	-
Principal Outstanding	10	-	-	-	-	-	-	-	-	-
Loan 222	11									
Principal Paid	2	2	2	3	2	-	-	-	-	-
Principal Outstanding	9	7	5	2	-	-	-	-	-	-
<b>Total New Self-Supporting Loans</b>	<b>222</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Principal Paid	74	69	41	14	6	4	4	5	5	5
Principal Outstanding	149	79	38	24	18	14	10	5	5	5
<b>Council Loans</b>										
<i>Education and Welfare</i>										
Loan J	-	-	-	13,000	2,943	2,943	2,943	2,943	2,943	1,228
Principal Paid	-	-	-	13,000	10,057	7,114	4,171	1,228	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
<b>Total New Council Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,000</b>	<b>2,943</b>	<b>2,943</b>	<b>2,943</b>	<b>2,943</b>	<b>1,228</b>	<b>-</b>
Principal Paid	-	-	-	13,000	10,057	7,114	4,171	1,228	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
<b>Total All New Loans</b>	<b>222</b>	<b>-</b>	<b>-</b>	<b>13,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Principal Paid	74	69	41	14	2,949	2,947	2,947	2,948	1,228	-
Principal Outstanding	149	79	38	13,024	10,075	7,128	4,181	1,233	5	5

5.10 Depreciation Schedule

<b>City of Bayswater Long-Term Financial Plan 2013 - 2023 Depreciation Schedule</b>											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>LAND AND BUILDINGS</b>											
Dep'n Rate: 0.025											
Book Value of Land	4,792	4,792	4,792	4,792	4,792	4,792	4,792	4,792	4,792	4,792	4,792
Total Land	4,792	4,792	4,792	4,792	4,792	4,792	4,792	4,792	4,792	4,792	4,792
Book Value of Buildings	73,065	6,282	11,355	19,236	6,422	3,780	5,968	6,095	8,833	4,413	
Buildings Acquired	3,471										
Buildings Disposed											
<b>Total Buildings</b>	<b>76,536</b>	<b>80,218</b>	<b>89,646</b>	<b>106,783</b>	<b>110,776</b>	<b>111,867</b>	<b>115,085</b>	<b>118,378</b>	<b>124,327</b>	<b>125,743</b>	
Depreciation	(2,600)	(1,927)	(2,099)	(2,429)	(2,689)	(2,749)	(2,803)	(2,883)	(2,998)	(3,088)	
<b>Book Value of Buildings</b>	<b>73,936</b>	<b>78,291</b>	<b>87,547</b>	<b>104,354</b>	<b>108,087</b>	<b>109,117</b>	<b>112,283</b>	<b>115,494</b>	<b>121,330</b>	<b>122,654</b>	
<b>MOTOR VEHICLES</b>											
Dep'n Rate: 0.1											
<b>PLANT AND EQUIPMENT</b>											
Existing Heavy Plant	6,777										
Plant & Equipment Acquisition	1,996	1,817	2,017	2,100	2,140	2,140	2,180	2,230	2,270	2,270	2,270
Plant & Equipment Disposal	(629)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)
<b>Total Plant &amp; Equipment</b>	<b>8,144</b>	<b>8,194</b>	<b>8,712</b>	<b>9,272</b>	<b>9,820</b>	<b>10,315</b>	<b>10,800</b>	<b>11,289</b>	<b>11,772</b>	<b>12,208</b>	
Depreciation	(1,067)	(799)	(840)	(892)	(945)	(994)	(1,041)	(1,087)	(1,134)	(1,177)	
<b>Book Value of Motor Vehicles, Plant &amp; Equipment</b>	<b>7,077</b>	<b>7,395</b>	<b>7,872</b>	<b>8,380</b>	<b>8,875</b>	<b>9,320</b>	<b>9,759</b>	<b>10,202</b>	<b>10,638</b>	<b>11,031</b>	
<b>FURNITURE AND EQUIPMENT</b>											
Dep'n Rate: 0.125											
Existing Furniture & Equipment	1,367										
Furniture and Equipment Acquired	1,182	667	784	1,387	1,064	749	1,238	135	322	322	322
Furniture and Equipment Disposed	(318)										
<b>Total Furniture &amp; Equipment</b>	<b>2,231</b>	<b>2,898</b>	<b>3,361</b>	<b>4,377</b>	<b>4,981</b>	<b>5,174</b>	<b>5,812</b>	<b>5,298</b>	<b>4,966</b>	<b>4,687</b>	
Depreciation		(321)	(371)	(460)	(556)	(600)	(649)	(654)	(601)	(566)	
<b>Book Value of Furniture &amp; Equipment</b>	<b>2,231</b>	<b>2,577</b>	<b>2,990</b>	<b>3,917</b>	<b>4,425</b>	<b>4,574</b>	<b>5,163</b>	<b>4,644</b>	<b>4,365</b>	<b>4,122</b>	
<b>TOTAL PROPERTY PLANT AND EQUIPMENT</b>											
New Property Plant and Equipment	5,702	8,066	13,456	22,023	8,926	5,969	8,686	7,760	10,725	6,305	
<b>Total Property Plant and Equipment</b>	<b>91,703</b>	<b>96,102</b>	<b>106,512</b>	<b>125,224</b>	<b>130,368</b>	<b>132,147</b>	<b>136,489</b>	<b>139,757</b>	<b>145,857</b>	<b>147,430</b>	
Depreciation	(3,667)	(3,046)	(3,311)	(3,782)	(4,190)	(4,344)	(4,493)	(4,624)	(4,732)	(4,832)	
Fair Value Adjustment											
<b>Book Value of Total Property Plant and Equipment</b>	<b>88,036</b>	<b>93,056</b>	<b>103,201</b>	<b>121,442</b>	<b>126,178</b>	<b>127,803</b>	<b>131,997</b>	<b>135,132</b>	<b>141,125</b>	<b>142,599</b>	
<b>INFRASTRUCTURE (ALL)</b>											
Existing Infrastructure	147,096										
New Infrastructure Developed	12,704	7,506	9,870	10,485	17,942	13,559	8,421	8,349	8,353	8,404	
<b>Total Infrastructure</b>	<b>159,800</b>	<b>255,983</b>	<b>258,538</b>	<b>261,669</b>	<b>272,174</b>	<b>278,101</b>	<b>278,653</b>	<b>279,043</b>	<b>279,425</b>	<b>279,847</b>	
Depreciation	(4,593)	(7,315)	(7,354)	(7,436)	(7,633)	(7,868)	(7,959)	(7,971)	(7,982)	(7,994)	
Fair Value Adjustment	93,270										
<b>Book Value Infrastructure</b>	<b>248,477</b>	<b>248,668</b>	<b>251,184</b>	<b>254,232</b>	<b>264,542</b>	<b>270,232</b>	<b>270,694</b>	<b>271,072</b>	<b>271,443</b>	<b>271,853</b>	
Total Assets	336,513	341,724	354,385	375,675	390,720	398,036	402,691	406,204	412,568	414,452	
<b>Total Depreciation</b>	<b>(8,260)</b>	<b>(10,361)</b>	<b>(10,665)</b>	<b>(11,218)</b>	<b>(11,823)</b>	<b>(12,212)</b>	<b>(12,452)</b>	<b>(12,596)</b>	<b>(12,714)</b>	<b>(12,825)</b>	

5.11 Key Performance Indicators

City of Bayswater Long-Term Financial Plan 2013 - 2023 Key Performance Indicators											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>OPERATING SURPLUS RATIO</b>											
Operating Revenue	67,778	71,239	74,221	77,330	80,572	83,951	87,475	91,150	94,981	98,976	
Less Operating Exp incl interest & depreciation	(67,347)	(71,543)	(74,030)	(76,865)	(80,449)	(83,204)	(85,914)	(88,638)	(91,452)	(94,443)	
= Net Operating Surplus	431	304	191	465	123	747	1,562	2,512	3,529	4,533	
Divided by Own Source Revenue (Rates)	34,549	36,732	38,385	40,112	41,917	43,804	45,775	47,835	49,987	52,237	
<b>Ratio Target - (+ve) Between 0% and 15%</b>	<b>1.25%</b>	<b>-0.83%</b>	<b>0.50%</b>	<b>1.16%</b>	<b>0.29%</b>	<b>1.71%</b>	<b>3.41%</b>	<b>5.25%</b>	<b>7.06%</b>	<b>8.68%</b>	
<b>CURRENT RATIO</b>											
Current Assets	47,069	44,384	36,864	36,109	31,416	32,776	30,112	29,645	29,172	35,521	
Less Restricted Assets	-	-	-	-	-	-	-	-	-	-	
= Net Current Assets	47,069	44,384	36,864	36,109	31,416	32,776	30,112	29,645	29,172	35,521	
Divided by Current Liabilities less	7,786	7,758	7,731	10,666	10,664	10,664	10,665	8,945	7,717	7,717	
Current Liabilities ass'd with Restricted Assets	-	-	-	-	-	-	-	-	-	-	
= Net Current Liabilities	7,786	7,758	7,731	10,666	10,664	10,664	10,665	8,945	7,717	7,717	
<b>Ratio Target &gt; or = to 1:1</b>	<b>6.05</b>	<b>5.72</b>	<b>4.77</b>	<b>3.39</b>	<b>2.95</b>	<b>3.07</b>	<b>2.82</b>	<b>3.31</b>	<b>3.78</b>	<b>4.60</b>	
Assume Provision same as Leave Cash Reserve	-	-	-	-	-	-	-	-	-	-	
<b>RATES COVERAGE RATIO</b>											
Total Rates Revenue	34,549	36,732	38,385	40,112	41,917	43,804	45,775	47,835	49,987	52,237	
Divided by Total Expenses	67,347	71,543	74,030	76,865	80,449	83,204	85,914	88,638	91,452	94,443	
<b>Ratio Target &gt; or = to 40%</b>	<b>51.3%</b>	<b>51.3%</b>	<b>51.9%</b>	<b>52.2%</b>	<b>52.1%</b>	<b>52.6%</b>	<b>53.3%</b>	<b>54.0%</b>	<b>54.7%</b>	<b>55.3%</b>	

City of Bayswater Long-Term Financial Plan 2013 - 2023  
Key Performance Indicators

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>DEBT SERVICE COVERAGE RATIO</b>										
Operating Surplus before Interest & Depreciation										
= Operating Revenue	67,778	71,239	74,221	77,330	80,572	83,951	87,475	91,150	94,981	98,976
Less Operating Expenses	(67,347)	(71,543)	(74,030)	(76,865)	(80,449)	(83,204)	(85,914)	(88,638)	(91,452)	(94,443)
Except Interest Expense and Depreciation	8,273	10,372	10,671	11,224	12,425	12,694	12,807	12,818	12,797	12,825
= OSBID	8,704	10,068	10,862	11,689	12,548	13,441	14,368	15,330	16,326	17,358
Divided by Principal and Interest	13	11	6	6	3,545	3,425	3,298	3,165	1,311	1
<b>Ratio Target &gt; or = 2</b>	<b>670</b>	<b>915</b>	<b>1810</b>	<b>1948</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>12</b>	<b>17358</b>
<b>ASSET SUSTAINABILITY RATIO</b>										
Capital Renewal Expenditure	8,900	9,473	9,758	10,893	10,755	8,253	11,476	11,151	11,667	11,710
Divided by Depreciation Expense	8,260	10,361	10,665	11,218	11,823	12,212	12,452	12,596	12,714	12,825
<b>Ratio Target 90% to 100%</b>	<b>107.7%</b>	<b>91.4%</b>	<b>91.5%</b>	<b>97.1%</b>	<b>91.0%</b>	<b>67.6%</b>	<b>92.2%</b>	<b>88.5%</b>	<b>91.8%</b>	<b>91.3%</b>
<b>ASSET CONSUMPTION RATIO</b>										
Deprec'd Replace't Cost Assets (Written Down Value)	336,513	341,724	354,385	375,675	390,720	398,036	402,691	406,204	412,568	414,452
Divided by Current Replacement Cost	535,614	551,682	568,233	585,280	602,838	620,923	639,551	658,738	678,500	698,855
<b>Ratio Target 50% to 75%</b>	<b>62.8%</b>	<b>61.9%</b>	<b>62.4%</b>	<b>64.2%</b>	<b>64.8%</b>	<b>64.1%</b>	<b>63.0%</b>	<b>61.7%</b>	<b>60.8%</b>	<b>59.3%</b>
Assumed Current Replacement Cost	535,614									
New Assets Acquired at Cost	-	16,272	24,026	33,208	27,568	20,228	17,807	16,809	19,778	15,409
Depreciation on New Assets		(1,755)	(2,279)	(2,176)	(4,696)	(3,530)	(1,920)	(2,029)	(1,934)	(2,060)
Fair Value Revaluation (6% - 3-yearly)										
New Current Replacement Cost	535,614	550,131	571,879	602,910	625,783	642,481	658,368	673,148	690,991	704,341
			110,701	93,110	69,010	57,364	48,000	35,862	23,409	11,260
<b>ASSET RENEWAL FUNDING RATIO</b>										
Net Present Value of Planned Renewal Expenditure	79,458	95,136	85,663	75,905	65,012	54,257	46,004	34,528	23,377	11,710
Divided by NPV of Asset Mgmt Plan Projections	127,138	119,810	110,701	93,110	69,010	57,364	48,000	35,862	23,409	11,260
<b>Ratio Target 95% to 105%</b>	<b>62.5%</b>	<b>79.4%</b>	<b>77.4%</b>	<b>81.5%</b>	<b>94.2%</b>	<b>94.6%</b>	<b>95.8%</b>	<b>96.3%</b>	<b>99.9%</b>	<b>104.0%</b>



5.12 Cash Reserves

<b>City of Bayswater Long-Term Financial Plan 2013 - 2023</b>											
<b>Cash Reserves</b>											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	
<b>CITY BUILDING &amp; AMENITIES</b>											
Opening Balance	1,500	1,560	1,622	1,687	1,754	1,825	1,041	1,082	1,125	1,170	1,170
Transfer to Reserve	60	62	65	67	70	73	42	43	45	47	47
Transfer From Reserve	-	-	-	-	-	(857)	-	-	-	-	-
<b>Balance 30 June</b>	<b>1,560</b>	<b>1,622</b>	<b>1,687</b>	<b>1,754</b>	<b>1,825</b>	<b>1,041</b>	<b>1,082</b>	<b>1,125</b>	<b>1,170</b>	<b>1,217</b>	<b>1,217</b>
<b>BUILDING FURNITURE &amp; EQUIPMENT</b>											
Opening Balance	562	585	608	632	658	684	711	740	769	800	800
Transfer to Reserve	23	23	24	25	26	27	28	30	31	32	32
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>585</b>	<b>608</b>	<b>632</b>	<b>658</b>	<b>684</b>	<b>711</b>	<b>740</b>	<b>769</b>	<b>800</b>	<b>832</b>	<b>832</b>
<b>BORE &amp; RETICULATION</b>											
Opening Balance	1,055	1,097	1,141	1,187	1,234	1,283	835	513	534	555	555
Transfer to Reserve	42	44	46	47	49	51	33	21	21	22	22
Transfer From Reserve	-	-	-	-	-	(500)	(355)	-	-	-	-
<b>Balance 30 June</b>	<b>1,097</b>	<b>1,141</b>	<b>1,187</b>	<b>1,234</b>	<b>1,283</b>	<b>835</b>	<b>513</b>	<b>534</b>	<b>555</b>	<b>577</b>	<b>577</b>
<b>FOOTPATHS &amp; CYCLEWAYS</b>											
Opening Balance	500	520	541	563	585	609	133	138	144	149	149
Transfer to Reserve	20	21	22	23	23	24	5	6	6	6	6
Transfer From Reserve	-	-	-	-	-	(500)	-	-	-	-	-
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>609</b>	<b>133</b>	<b>138</b>	<b>144</b>	<b>149</b>	<b>155</b>	<b>155</b>
<b>PLAYGROUNDS &amp; PARKS</b>											
Opening Balance	500	520	541	163	169	176	183	190	198	206	206
Transfer to Reserve	20	21	22	7	7	7	7	8	8	8	8
Transfer From Reserve	-	-	(400)	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>163</b>	<b>169</b>	<b>176</b>	<b>183</b>	<b>190</b>	<b>198</b>	<b>206</b>	<b>214</b>	<b>214</b>
<b>INFORMATION TECHNOLOGY</b>											
Opening Balance	500	520	541	263	273	284	295	307	320	332	332
Transfer to Reserve	20	21	22	11	11	11	12	12	13	13	13
Transfer From Reserve	-	-	(300)	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>263</b>	<b>273</b>	<b>284</b>	<b>295</b>	<b>307</b>	<b>320</b>	<b>332</b>	<b>346</b>	<b>346</b>
<b>CIVIC CENTRE</b>											
Opening Balance	500	520	541	563	585	609	633	658	685	712	712
Transfer to Reserve	20	21	22	23	23	24	25	26	27	28	28
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>609</b>	<b>633</b>	<b>658</b>	<b>685</b>	<b>712</b>	<b>740</b>	<b>740</b>

**City of Bayswater Long-Term Financial Plan 2013 - 2023**  
**Cash Reserves**

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>STREETSCAPES</b>										
Opening Balance	500	520	541	563	585	244	253	263	274	285
Transfer to Reserve	20	21	22	23	23	10	10	11	11	11
Transfer From Reserve	-	-	-	-	(365)	-	-	-	-	-
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>244</b>	<b>253</b>	<b>263</b>	<b>274</b>	<b>285</b>	<b>296</b>
<b>GOLF COURSES</b>										
Opening Balance	1,000	1,040	1,082	625	650	676	703	201	210	48
Transfer to Reserve	40	42	43	25	26	27	28	8	8	2
Transfer From Reserve	-	-	(500)	-	-	-	(530)	-	(170)	-
<b>Balance 30 June</b>	<b>1,040</b>	<b>1,082</b>	<b>625</b>	<b>650</b>	<b>676</b>	<b>703</b>	<b>201</b>	<b>210</b>	<b>48</b>	<b>50</b>
<b>SENIOR CITIZENS BUILDINGS</b>										
Opening Balance	300	312	324	337	350	364	379	394	410	277
Transfer to Reserve	12	12	13	13	14	15	15	16	16	11
Transfer From Reserve	-	-	-	-	-	-	-	-	(149)	-
<b>Balance 30 June</b>	<b>312</b>	<b>324</b>	<b>337</b>	<b>350</b>	<b>364</b>	<b>379</b>	<b>394</b>	<b>410</b>	<b>277</b>	<b>288</b>
<b>SUSTAINABLE ENVIRONMENT</b>										
Opening Balance	500	520	541	313	325	338	252	12	12	13
Transfer to Reserve	20	21	22	13	13	14	10	0	0	1
Transfer From Reserve	-	-	(250)	-	-	(100)	(250)	-	-	-
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>313</b>	<b>325</b>	<b>338</b>	<b>252</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>
<b>LANDFILL RESTORATION</b>										
Opening Balance	500	520	541	563	585	609	39	40	42	44
Transfer to Reserve	20	21	22	23	23	24	2	2	2	2
Transfer From Reserve	-	-	-	-	-	(594)	-	-	-	-
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>609</b>	<b>39</b>	<b>40</b>	<b>42</b>	<b>44</b>	<b>45</b>
<b>ERIC SINGLETON BIRD SANCTUARY</b>										
Opening Balance	1,000	1,040	1,082	1,125	1,170	1,217	1,266	1,316	669	(4)
Transfer to Reserve	40	42	43	45	47	49	51	53	27	(0)
Transfer From Reserve	-	-	-	-	-	-	-	(700)	(700)	-
<b>Balance 30 June</b>	<b>1,040</b>	<b>1,082</b>	<b>1,125</b>	<b>1,170</b>	<b>1,217</b>	<b>1,266</b>	<b>1,316</b>	<b>669</b>	<b>(4)</b>	<b>(4)</b>
<b>LES HANSMAN CENTRE DEVELOPMENT</b>										
Opening Balance	3,500	3,640	3,786	3,937	4,095	1,352	(0)	(0)	(0)	(0)
Transfer to Reserve	140	146	151	157	164	54	(0)	(0)	(0)	(0)
Transfer From Reserve	-	-	-	(2,907)	(1,406)	-	-	-	-	-
<b>Balance 30 June</b>	<b>3,640</b>	<b>3,786</b>	<b>3,937</b>	<b>4,095</b>	<b>1,352</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

<b>City of Bayswater Long-Term Financial Plan 2013 - 2023</b>											
<b>Cash Reserves</b>											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>MORLEY CITY CENTRE</b>											
Opening Balance	500	520	541	563	585	609	633	658	585	408	
Transfer to Reserve	20	21	22	23	23	24	25	26	23	16	
Transfer From Reserve	-	-	-	-	-	-	-	(100)	(200)	-	
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>609</b>	<b>633</b>	<b>658</b>	<b>585</b>	<b>408</b>	<b>424</b>	
<b>LONG SERVICE LEAVE AND ENTITLEMENTS</b>											
Opening Balance	1,075	1,118	1,163	1,210	1,258	1,058	1,101	1,100	929	966	
Transfer to Reserve	43	45	47	48	50	42	44	44	37	39	
Transfer From Reserve	-	-	-	-	(250)	-	(45)	(215)	-	-	
<b>Balance 30 June</b>	<b>1,118</b>	<b>1,163</b>	<b>1,210</b>	<b>1,258</b>	<b>1,058</b>	<b>1,101</b>	<b>1,100</b>	<b>929</b>	<b>966</b>	<b>1,004</b>	
<b>PLANT &amp; WORKS EQUIPMENT</b>											
Opening Balance	450	468	487	506	527	298	310	122	10	10	
Transfer to Reserve	18	19	19	20	21	12	12	5	0	0	
Transfer From Reserve	-	-	-	-	(250)	-	(200)	(117)	-	-	
<b>Balance 30 June</b>	<b>468</b>	<b>487</b>	<b>506</b>	<b>527</b>	<b>298</b>	<b>310</b>	<b>122</b>	<b>10</b>	<b>10</b>	<b>11</b>	
<b>WORKERS COMPENSATION PREMIUM RESERVE</b>											
Opening Balance	419	436	453	471	490	510	530	551	573	596	
Transfer to Reserve	17	17	18	19	20	20	21	22	23	24	
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-	
<b>Balance 30 June</b>	<b>436</b>	<b>453</b>	<b>471</b>	<b>490</b>	<b>510</b>	<b>530</b>	<b>551</b>	<b>573</b>	<b>596</b>	<b>620</b>	
<b>MAJOR CAPITAL WORKS</b>											
Opening Balance	7,917	3,362	2,121	(0)	(0)	(0)	(0)	(0)	(0)	(0)	
Transfer to Reserve	338	134	85	(0)	(0)	(0)	(0)	(0)	(0)	(0)	
Transfer From Reserve	(4,893)	(1,375)	(2,206)	-	-	-	-	-	-	-	
<b>Balance 30 June</b>	<b>3,362</b>	<b>2,121</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	
<b>THE RISE</b>											
Opening Balance	500	520	541	563	585	609	633	478	247	7	
Transfer to Reserve	20	21	22	23	23	24	25	19	10	0	
Transfer From Reserve	-	-	-	-	-	-	(180)	(250)	(250)	-	
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>609</b>	<b>633</b>	<b>478</b>	<b>247</b>	<b>7</b>	<b>8</b>	
<b>BAYSWATER AQUATIC REPLACEMENTS</b>											
Opening Balance	500	520	541	563	585	609	633	58	(0)	(0)	
Transfer to Reserve	20	21	22	23	23	24	25	2	(0)	(0)	
Transfer From Reserve	-	-	-	-	-	-	(600)	(61)	-	-	
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>609</b>	<b>633</b>	<b>58</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	
<b>MORLEY SPORT &amp; RECREATION CENTRE</b>											
Opening Balance	500	520	541	563	585	609	233	242	222	231	
Transfer to Reserve	20	21	22	23	23	24	9	10	9	9	
Transfer From Reserve	-	-	-	-	-	(400)	(30)	(30)	-	-	
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>609</b>	<b>233</b>	<b>242</b>	<b>222</b>	<b>231</b>	<b>240</b>	

**City of Bayswater Long-Term Financial Plan 2013 - 2023**  
**Cash Reserves**

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>MAYLANDS WATERLAND</b>										
Opening Balance	50	52	54	56	58	61	63	66	68	71
Transfer to Reserve	2	2	2	2	2	2	3	3	3	3
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>52</b>	<b>54</b>	<b>56</b>	<b>58</b>	<b>61</b>	<b>63</b>	<b>66</b>	<b>68</b>	<b>71</b>	<b>74</b>
<b>ROADS &amp; DRAINAGE</b>										
Opening Balance	500	520	541	563	585	109	113	113	17	18
Transfer to Reserve	20	21	22	23	23	4	5	1	1	1
Transfer From Reserve	-	-	-	-	(500)	-	(100)	-	-	-
<b>Balance 30 June</b>	<b>520</b>	<b>541</b>	<b>563</b>	<b>585</b>	<b>109</b>	<b>113</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>AGED PERSONS HOMES RESERVES</b>										
<b>PRUDENTIAL COMPLIANCE</b>										
Opening Balance	2,392	2,792	2,904	3,020	3,141	3,267	3,397	3,533	3,674	3,821
Transfer to Reserve	400	112	116	121	126	131	136	141	147	153
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>2,792</b>	<b>2,904</b>	<b>3,020</b>	<b>3,141</b>	<b>3,267</b>	<b>3,397</b>	<b>3,533</b>	<b>3,674</b>	<b>3,821</b>	<b>3,974</b>
<b>LEAVE LIABILITY</b>										
Opening Balance	339	339	353	367	382	397	413	429	447	465
Transfer to Reserve	-	14	14	15	15	16	17	17	18	19
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
<b>Balance 30 June</b>	<b>339</b>	<b>353</b>	<b>367</b>	<b>382</b>	<b>397</b>	<b>413</b>	<b>429</b>	<b>447</b>	<b>465</b>	<b>483</b>
<b>GENERAL RESERVES</b>										
Opening Balance	14,365	15,217	15,248	8,152	4,621	3,322	11,400	10,056	9,489	9,869
Transfer to Reserve	852	609	610	326	185	9,226	456	402	380	395
Transfer From Reserve	-	(578)	(7,706)	(3,857)	(1,484)	(1,148)	(1,800)	(969)	-	-
<b>Balance 30 June</b>	<b>15,217</b>	<b>15,248</b>	<b>8,152</b>	<b>4,621</b>	<b>3,322</b>	<b>11,400</b>	<b>10,056</b>	<b>9,489</b>	<b>9,869</b>	<b>10,263</b>
<b>TOTAL RESERVES</b>										
Opening Balance	41,924	39,298	38,920	29,115	27,779	23,080	27,937	24,925	23,410	22,809
Transfer to Reserve	2,267	1,575	1,557	1,165	1,057	9,962	1,047	927	866	842
Transfer From Reserve	(4,893)	(1,953)	(11,362)	(2,500)	(5,756)	(5,105)	(4,060)	(2,441)	(1,467)	3
<b>Total Reserves 30 June</b>	<b>39,298</b>	<b>38,920</b>	<b>29,115</b>	<b>27,779</b>	<b>23,080</b>	<b>27,937</b>	<b>24,925</b>	<b>23,410</b>	<b>22,809</b>	<b>23,654</b>

5.13 Variable Assumptions Underpinning the Plan

City of Bayswater Long-Term Financial Plan 2013 - 2023 Variable Assumptions Underpinning the Plan											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	
<b>OPERATING REVENUES</b>											
Rates - Annual Increases	0.0%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Rates - Growth in Rate Base	0.0%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Operating Grants, Subsidies and Contributions	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Non-operating Grants, Subsidies, Contributions	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Fees and Charges	0.0%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Waste Management Charges	0.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Interest Earnings	0.0%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Other revenue	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>OPERATING EXPENSES</b>											
Employee Costs	0.0%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Materials and Contracts	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Utility Charges	0.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
Depreciation on Non-current Assets (see below)											
Interest Expense (based on estimated borrowings)	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Insurance Expense	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other Expenditure											

5.14 Major Works Program



**City of Bayswater 10 Year Financial Plan  
2013 - 23**

**MAJOR WORKS PROGRAM**

Council Priority Rating: 1:1 3 years  
2: 3 - 7 years  
3: 7-10 years  
Ongoing: Continual Capital Works Required

ACTIVITY	Priority	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/2023	2023/2024	Total
<b>Community Local Facilities &amp; Buildings</b>	Priority												
Energy and Water Efficiency Upgrade	Design & Approvals												0
	Construction	-111,763	-100,839	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000			-912,602
	Capital Funding	105,882											105,882
Riverside Gardens Toilet Block Refurbishment	Design & Approvals												0
	Construction			-350,000									-350,000
<b>Bayswater Brook Project, Living Stream and Sensitive Water Urban Design</b>	Priority												
	Planning & Consultation												0
	Design & Approvals	-25,000		-25,000			-25,000			-25,000			-100,000
	Construction	-115,000	-50,000	-50,000	-140,000	-50,000	-50,000	-140,000	-50,000	-50,000			-695,000
	Capital Funding	100,000	25,000										125,000
													0
<b>Foreshore Environmental Restoration &amp; Rehabilitation</b>	Priority												
	Planning & Consultation												0
	Design & Approvals												0
	Construction	-457,500											-457,500
	Capital Funding	218,750											218,750
<b>Landfill Restoration</b>	Priority												
	Planning & Consultation												0
	Design & Approvals	-200,000	-150,000	-150,000	-150,000	-150,000	-150,000						-950,000
	Construction		-500,000		-500,000		-500,000		-500,000				-2,000,000
<b>Furniture &amp; Equipment</b>	Priority												
	Planning & Consultation												0
	Design & Approvals												0
	Construction		-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000			-160,000
<b>Information Technology</b>	Priority												
	Planning & Consultation												0
	Design & Approvals												0
	Construction	-461,750	-745,500	-491,600	-688,800	-836,900	-561,000	-786,300					-4,571,850
<b>GIS</b>	Priority												
	Planning & Consultation												0
	Design & Approvals												0
	Construction	-205,000	-40,000	0	-27,000	0	-300,000	0	0	0			-572,000
<b>Foreshore Development</b>	Priority												
	Planning & Consultation												0
Outdoor Exercise Equipment	Consultation	0		-50,000									-50,000

## MAJOR WORKS PROGRAM

Council Priority Rating: 1: 1-3 years  
2: 3-7 years  
3: 7-10 years  
Ongoing: Continual Capital Works Required

ACTIVITY	Priority	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/2023	2023/2024	Total
Riverside Gardens Cyclepath	Design & Approvals												0
BBQs	Construction	0	-20,000	-20,000	-100,000	-100,000	-50,000						-290,000
<i>Eric Singleton Bird Sanctuary</i>	Priority												0
	Planning & Consultation												0
	Design & Approvals												0
	Construction	-1,720,000											-1,720,000
	Capital Funding	121,537											121,537
													0
													0
<i>Bedford Junior Cricket Change Rooms</i>	Priority												0
	Consultation												0
	Design & Approvals												0
	Construction												0
<i>Les Hansman Centre Redevelopment</i>	Priority												0
	Planning & Consultation												0
	Design & Approvals												0
	Construction	-250,000			-2,500,000	-2,500,000							-5,250,000
<i>Streetscapes</i>	Priority												0
	Planning & Consultation												0
	Design & Approvals				-50,000			-50,000					-100,000
	Construction	-647,000	-200,000	-200,000	-210,000	-210,000	-210,000	-220,000	-220,000	-220,000			-2,337,000
<i>Traffic Management Study</i>	Priority												0
	Planning & Consultation												0
	Design & Approvals		-100,000	-105,000	-110,000	-110,000	-120,000	-120,000	-120,000	120,000			-905,000
	Construction												0
<i>Dog Pound Upgrade &amp; Cat Facility</i>	Priority												0
	Planning & Consultation												0
	Design & Approvals												0
	Construction			-300,000	-300,000								-600,000
<i>Maylands Brickworks Restoration</i>	Priority												0
	Planning & Consultation												0
	Design & Approvals												0
	Restoration Costs	-80,000	-15,000	-200,000	-200,000	-200,000							-695,000
<i>Golf Course Redevelopment</i>	Priority												0
Maylands	Planning & Consultation												0
	Design & Approvals												0
	Construction	-58,000				-700,000	-700,000						-1,458,000
	Planning & Consultation												0
Embleton	Design & Approvals												0
	Construction	-77,150							-200,000				-277,150
<i>Ranger &amp; Security Facility</i>	Priority												0

## MAJOR WORKS PROGRAM

Council Priority Rating: 1: 3 years  
2: 3 - 7 years  
3: 7-10 years  
Ongoing: Continual Capital Works Required

ACTIVITY	Priority	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/2023	2023/2024	Total
	Planning & Consultation	0											0
	Design & Approvals												0
<i>Morley Sport &amp; Recreation Centre</i>	Construction				-400,000								-400,000
	Priority	2											
	Planning & Consultation												0
	Design & Approvals												0
	Construction	-203,500								0	-2817600		-3,021,100
<i>Morley City Centre</i>													0
	Priority	2-3											
Roadworks	Planning & Consultation												0
Streetscaping	Design & Approvals	-75,000											-75,000
Services Relocation	Construction				-500,000	-500,000	-500,000	-500,000					-2,000,000
Capital Funding					250,000	250,000	250,000	250,000					1,000,000
<i>Parking Ticket Machines</i>	Priority	2-3											
	Planning & Consultation												0
	Design & Approvals												0
	Construction				-200,000	-100,000							-300,000
<i>The RISE</i>	Priority	3											
	Planning & Consultation												0
	Design & Approvals												0
	Construction	-67,000								-500000			-567,000
<i>Aquatic Facilities</i>	Priority	3											
Bayswater Waves	Planning & Consultation												0
	Design & Approvals												0
	Construction	-867,916						-2,500,000	-2,500,000				-5,867,916
Maylands Waterland	Planning & Consultation												0
	Design & Approvals	-20,000											-20,000
	Construction	-449,916		-400,000									-849,916
<i>Noranda Senior Citizen Centre/Community Centre</i>	Priority	3											
	Planning & Consultation												0
	Design & Approvals												0
	Construction									-2,000,000			-2,000,000
<i>Café on River Foreshore</i>	Priority	3											0
	Planning & Consultation												0
	Design & Approvals												0
	Construction									-1000000			-1,000,000
<i>Lightning Swamp Environmental Centre</i>	Priority	3											0
	Planning & Consultation												0
	Design & Approvals					-50,000							-50,000



## MAJOR WORKS PROGRAM

Council Priority Rating: 1:1 3 years  
2: 3 - 7 years  
3: 7-10 years  
Ongoing: Continual Capital Works Required

ACTIVITY	Priority	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/2023	2023/2024	Total
Construction													0
<b>Total Capital Expenditure</b>		<b>-5,545,326</b>	<b>-1,916,339</b>	<b>-2,461,600</b>	<b>-5,945,800</b>	<b>-5,376,900</b>	<b>-3,036,000</b>	<b>-4,186,300</b>	<b>-3,710,000</b>	<b>-4,035,000</b>	<b>-2,817,600</b>	<b>0</b>	<b>-39,030,865</b>

## AGED CARE CAPITAL WORKS PROGRAM

ACTIVITY	Cost	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/2023	2023/2024	Total	
<i>Mertome Village Redevelopment</i>	Planning & Consultation	1	-300,000	-8,500,000	-13,000,000								-21,800,000	
<i>30 Winifred Road Bayswater</i>	Design & Approvals	1											0	
	Construction	1	-543,272		-1,135,439	-1,321,693	-1,484,526	-1,148,104	-1,800,269	-969,526			-8,402,829	
	Operational Costs	1											0	
	Depreciation	1											0	
	Proposed Revenue	1		2,000,000	4,000,000	10,000,000	7,600,000						23,600,000	
<i>Carramar Village</i>	Planning & Consultation	1	-30,140										-30,140	
<i>23A Redgum Way Morley</i>	Design & Approvals	1											0	
	Construction	1											0	
<i>City of Bayswater Hostel</i>	Planning & Consultation	1											0	
	Design & Approvals	1											0	
	Construction	1	-135,500										-135,500	
<i>Salisbury Retreat</i>	Planning & Consultation	1											0	
	Design & Approvals	1											0	
	Construction	1		-17,850	-17,850	-17,850	-17,850						-71,400	
<i>Noranda Village</i>	Planning & Consultation	1											0	
	Design & Approvals	1											0	
	Construction	1		-17,850	-17,850	-17,850	-17,850						-71,400	
<i>Mertome ILUs</i>	Planning & Consultation	1											0	
	Design & Approvals	1											0	
	Construction	1	-77,711										-77,711	
<b>Total Capital Expenditure</b>		<b>1</b>	<b>-543,351</b>	<b>-578,972</b>	<b>-6,535,700</b>	<b>-10,171,139</b>	<b>8,642,607</b>	<b>6,115,474</b>	<b>-1,148,104</b>	<b>-1,800,269</b>	<b>-969,526</b>	<b>0</b>	<b>0</b>	<b>-6,988,980</b>
<b>NET CAPITAL FUNDING REQUIREMENTS</b>			<b>-543,351</b>	<b>-578,972</b>	<b>-6,535,700</b>	<b>-10,171,139</b>	<b>8,642,607</b>	<b>6,115,474</b>	<b>-1,148,104</b>	<b>-1,800,269</b>	<b>-969,526</b>	<b>0</b>	<b>0</b>	<b>-6,988,980</b>

The following projects have not been listed in the future capital works program on account of uncertainty around cost outlay, operational costs and any associated income streams:

- Tennis/Bowling Club amalgamation
- Bowling Club rebuild
- Maylands Town Hall refurbishment
- Bayswater Material Recovery Facility (Transfer Station: 271 Collier Road Bayswater)
- Paddy Walker Depot refurbishment
- Civic Centre refurbishment
- Frank Drago Sporting Facility
- Hinds Reserve Sports Club
- Wotton Reserve Sports Club
- Joan Rycroft Reserve Sports Club
- Bayswater library & Senior Citizen Centre redevelopment
- Lightning Swamp Environmental Centre

As more information becomes available for these projects it is recommended they are listed for discussion by Council in future reviews of the *Long Term Financial Plan 2013-23*.

## 6 Section 5

### 6.1 Conclusion

The LTFP estimates financial data for the next 10-year time frame of 2013-14 to 2022-23.

Within the LTFP the major objectives have been to:

- provide a platform to deliver the desired infrastructure and services as expressed in the *Community Strategic Plan 2013-23*;
- provide a transparent account of Council's financial situation to the community;
- provide a framework to balance Council's future financial position;
- analyse the cumulative financial effects of Council's strategic key directions;
- identify the financial opportunities and challenges confronting Council;
- provide a basis for sound and strategic decision making; and
- meet the requirements of the Department of Local Government's (DLG) Integrated Planning framework.

The LTFP has indicated that:

- income source from the projected annual rate increase is essential in maintaining fiscal stability;
- Council's Key Performance Ratios remain stable, especially with respect to the Operating Balance Ratio, Current Ratio, Debt Service Ratio, however Council's Asset Renewal Ratio still remains moderately low and below Council's desired ratio of 1.0; and
- progression of future major capital works outside those already included in the LTFP are predicated on the basis they will have an income stream to repay any borrowings required to finance both the capital component of the project and also any additional date-to-day running cost implications.
- consideration of project proposals or additional services requires an understanding of life cycle cost implications to maintain a position of sound sustainability.

**City of Bayswater Long-Term Financial Plan  
2013-23**

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The Scenarios modelled within the LTFP are an important part of Council's overall future financial plans and with sound financial management from Council, the CoB will continue to operate, as it has in the past, towards a sound and highly-productive financial future.