



TOWN *of*
EAST FREMANTLE

“

Strategic Resource Plan

2023/24 - 2032/33

1.0 Key Information – 2023/24


ASSUMPTIONS


 **2.5%**
Inflation Rate

 **Increasing**
Population

 **Increasing**
Levels of Service

 **Stable**
Operations

 **Balanced**
Annual Budget


 **4.5%**
(1% + CPI 2.5% + 1%
Sustainability Reserve)
Rates | Fees and Charges

 **5%**
Employee Costs


STATISTICS

 **9**
Elected
Members

 **55**
Employees

 **5,597**
Electors

 **3,263**
Dwellings

 **17.3km**
Distance from
Perth

 **3.2km²**
Area

 **8,090**
Population

FINANCIAL INFORMATION

\$9.049m
Rates Revenue

\$1.54m
Fees and Charges

\$11.62m
Operating Revenue

\$12.48m
Operating Expenditure

\$1.3m
Net Funding

\$2.75m
Cash Backed Reserves

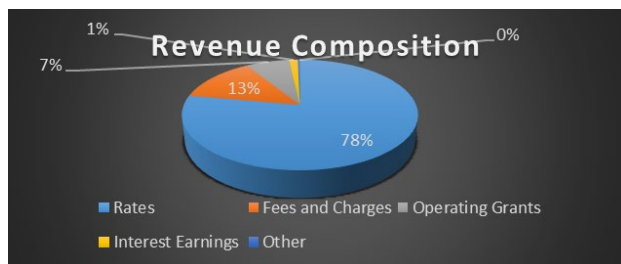
\$4.8m
Long Term Borrowings

2.0 Long Term Financial Planning Overview

2.1 Forecast Revenue

Rates are expected to generate \$9.049m in 2023/24 increasing to \$12.39m in 2032/33 and comprise 78% of operating revenue in year 1. The Town is reliant on receiving \$8.89m over the next 10 years in untied operating grants, subsidies and contributions to maintain the current level of operations and services. Non operating grants are expected to be received in the next 6 years for the renewal of community infrastructure.

2.2 Revenue Composition Year 1 to 10

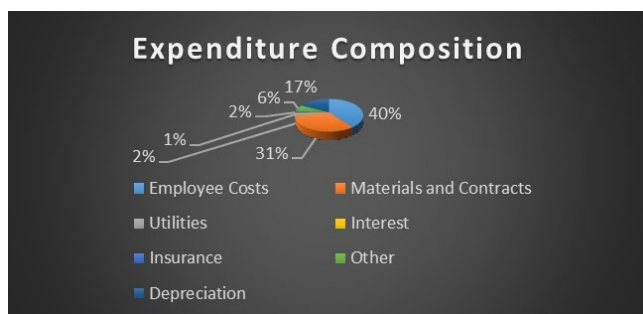


2.3 Forecast Expenditure

Expenditure is forecast to increase in line with inflation with the exception of depreciation expense which is impacted by the addition of assets.

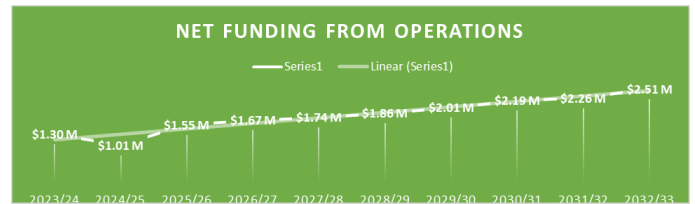
Employee costs represent 40% of the Town's Operating Expenditure. This is consistent with the industry average. Local governments are a service organisation, and thus there is a direct correlation between the level of service and employee costs.

2.4 Expenditure Composition Year 1 to 10



2.5 Net Funding from Operations

The chart below reflects the steady increase in net funding from operations over the next 10 years. This provides more funding for investment in community assets and to undertake financing activities.

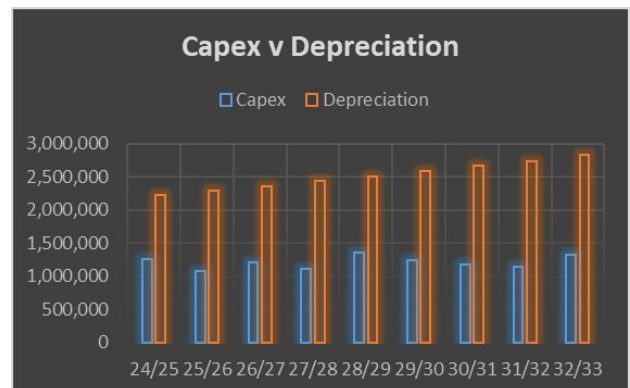


2.6 Depreciation Expense

Depreciation expense is assumed to grow at 3%pa as assets are revalued and renewed. Depreciation of assets over the 10 years is \$24.8m.

Ideally, the average asset renewal should be in line with depreciation expense over the long term, to ensure the value of assets is maintained. On average, the Town is planning to renew its infrastructure assets at a lower level than they are depreciating over the term of the Plan.

2.7 Capital Expenditure v Depreciation



Further improvements in asset management data and the estimation of depreciation expense along with the future renewal of long-lived assets may result in a closer alignment between asset renewals and depreciation expense.

2.8 Maintenance Expenditure

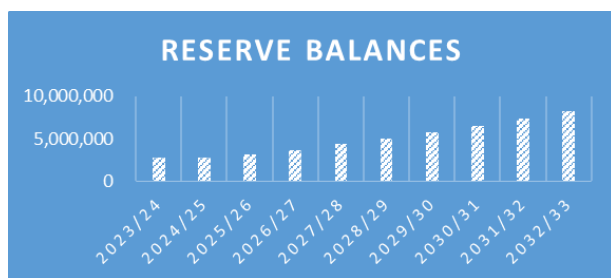
The current maintenance expenditure allocated in the annual operating budget is expected to continue at current levels, with inflationary increases occurring each year.

2.9 Forecast Borrowings and Cash Reserves

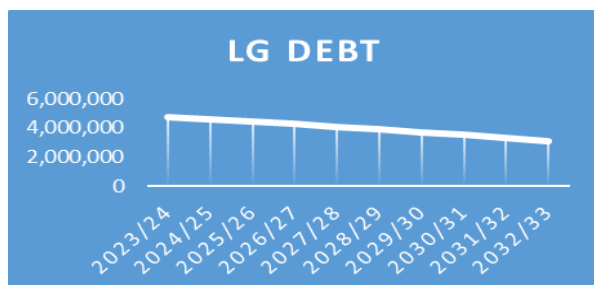
In general, the finances of the Town are expected to improve over the long term. Reserves will be utilised to save for major forecast asset renewals (with a forecast balance of \$8.3m in 2032/33) resulting in a significant increase in reserve levels as shown in the chart below.

Council has adopted a Cash Backed Reserves Policy which outlines the strategic importance of Reserves:

- Reduces business risk
- Improves financial management
- Improves strategic capacity
- Meeting asset renewal needs
- Meeting statutory obligations

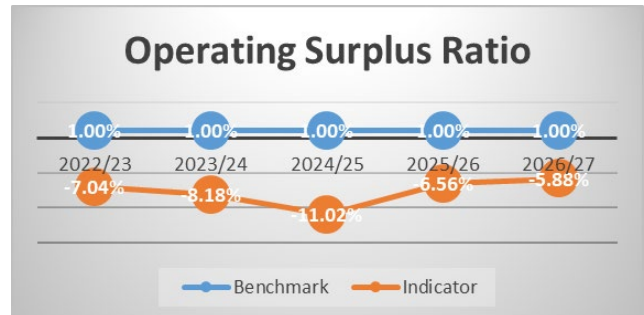


Borrowings of \$4.8m is required to part fund the East Fremantle Oval Redevelopment Project and then paid down over the remaining term of the Plan. Total debt servicing costs over the 10 year plan is \$3.84m.

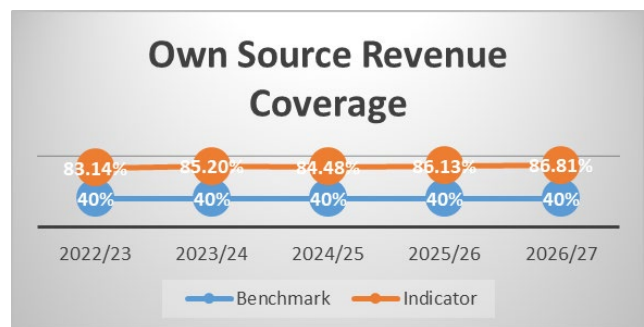


Forecast Operating Ratios

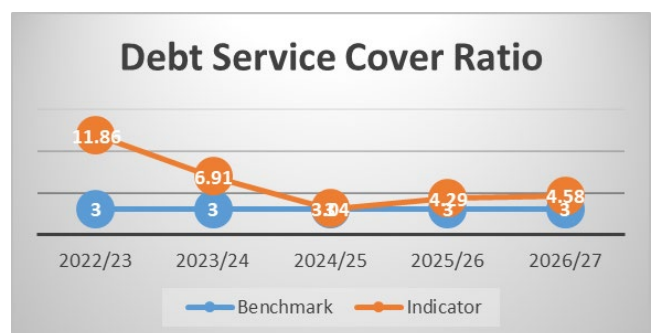
Monitoring the Town's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios. A 5 year period has been used to assess short-medium term trends.



The ratio above highlights how the cumulative impact of the rates increases are intended to address the Operating Surplus Ratio.



The above ratio is above the target indicating the Town is not reliant on grants and contributions.



The ratio above reflects the capacity of the Town to take up borrowings for the upgrade of East Fremantle oval.

An explanation of all ratios is provided further in this document.

3.0 Scenario Modelling

3.1 Scenario Modelling – Rates and Fees and Charges

Scenarios were developed to test the financial impact of reduced levels of operating funding with modelling for the impact on the Town of various reduced funding levels.

To ascertain the effect of reduced funding levels, a base scenario was developed with a Rate and Fees and charges yield increase of 4.5% in 2023/24, 4% in 2024/24 and 3.5% per annum thereafter. This is the scenario adopted in this Plan.

Three alternative scenarios were also developed from this base as reflected in the table below. All other assumptions remained the same across the three scenarios.

The cumulative impact of the changes in rates along with fees and charges results in the surplus (deficit) as follows:

Base Model – Total Rate Yield \$106,346,410

Scenario 2 – Total Rate Yield \$102,257,105

(Cumulative decrease in rate revenue \$4.379m)

Scenario 3 - Total Rate Yield \$105,151,289

(Cumulative decrease in rate revenue \$1.485m)

Scenario 4 - Total Rate Yield \$108,133,489

(Cumulative increase in rate revenue \$1.497m)

Rates and Fees & Charges	
Scenario	Total Increase
Base Scenario	4..5% in Y1, 4% in Y2, 3.5% Y3-10
Scenario 2	3.0% pa
Scenario 3	3.5% pa
Scenario 4	4.0% pa

The scenario modelling illustrates that an average rate increase above 3.5% pa over the 10 years is required to balance the model. A 4% annual increase in pricing over the life of the Plan will derive an additional \$1.749m surplus above the current model.

Financial Year	Base Scenario	Estimated Surplus/(Deficit)		
		Scenario 2 3.0% pa	Scenario 3 3.5% pa	Scenario 4 4.0% pa
2023/24	1,189	-149,055	-98,994	-48,932
2024/25	-157,269	-566,927	-413,477	-259,527
2025/26	2,438	-728,819	-415,229	-99,583
2026/27	8,728	-1,110,090	-576,016	-36,668
2027/28	8,997	-1,567,306	-748,637	80,857
2028/29	5,666	-2,102,227	-930,883	259,907
2029/30	8,105	-2,709,794	-1,113,580	514,570
2030/31	8,844	-3,402,023	-1,304,414	842,372
2031/32	14,778	-4,176,783	-1,496,711	1,255,481
2032/33	16,200	-5,048,764	-1,700,408	1,749,752
Cumulative Rate Revenue	106,636,410	102,257,105	105,151,289	108,133,489

Scenario Modelling

3.2 Scenario Modelling – Service Levels

As illustrated in the Forecast Statement of Financial Activity, the 10-year financial statement depicts a deficit budget of (\$157,269) in 2024/25.

The underlying causes of this deficit are new costs associated with funding the construction and operation of the East Fremantle Oval Precinct (and the model does not assume any cash dividends from the operation of the facility) as well as an operating subsidy required to support the continued delivery of the Town's Neighbourhood Link (aged care) Service. There are also rising costs associated with the provision of waste services, namely those attributable to participation in the Resource Recovery Group (Regional Council).

Council may be required to make strategic decisions on the level of service with respect to waste services and aged care services in 2024/25 as this is impacting the amount of funding available from operations and the resulting deficit.

The following scenarios are modelled in the table below, illustrating the improvement to the Town's Estimated Surplus/(Deficit) over the life of the Plan.

Scenario 1 – Discontinuation of Neighbourhood Link Services from 2024/25

Scenario 2 – Discontinuation of Funding of Regional Council from 2024/25 (Overhead Contribution and Governance Expenses)

Scenario 3 – Discontinuation of 1 and 2 above

Financial Year	Base Scenario	Estimated Surplus/(Deficit)		
		Scenario 1	Scenario 2	Scenario 3
2023/24	1,189	1,189	1,189	1,189
2024/25	-157,269	-98,121	10,596	69,743
2025/26	2,438	135,912	357,425	490,900
2026/27	8,728	232,116	635,617	859,004
2027/28	8,997	338,301	932,584	1,261,888
2028/29	5,666	457,318	1,233,370	1,685,021
2029/30	8,105	598,975	1,547,528	2,138,398
2030/31	8,844	756,256	1,867,779	2,615,191
2031/32	14,778	936,517	2,201,213	3,122,952
2032/33	16,200	1,130,527	2,538,322	3,652,650

The additional surplus of \$3.65m derived under Scenario 3 could be used to mitigate increases in the rate burden over the life of the Plan, support service delivery in high priority areas, fund investment in community assets, and service debt, or a combination thereof.

Should Council wish to consider providing an operating subsidy to support continued delivery of the Neighbourhood Link service, then this could be funded for example under Scenario 2. As Council resources are scarce and finite, there can be a direct trade off resulting from decisions on the level of service across different activities.

4.0 Assumptions, Risks, Uncertainties and Sensitivity

Revenue – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Town Growth in Population: The number of residents in the Town is expected to grow.	Low	Not assessed as high financial risk. The Town has budgeted for a nominal \$20kpa in interim rates. Any increase in total gross rental values arising from new properties and high-density development will have a favourable impact on the Plan.	Medium	Not assessed as high level of uncertainty.
Rates Level Increase: Annual rates have been based on an increase in the total rate yield of 4.5% in 2023/24, 4% in 2024/25 and 3.5%pa thereafter.	High	Renewal of assets (including reserve financing) and particularly the funding of the East Fremantle Oval redevelopment project is dependent on these rates increases being imposed for the term of this Plan.	Medium	There is a medium level of uncertainty, as the rates increase is reassessed each year.
Operating Grants and Contributions: Only as of right operating grants such as financial assistance grants are assumed over the life of the Plan. Any specific purpose grants will be applied for as they are identified and included in the Annual Budget.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Non-operating Grants and Contributions: Remain in line with funding requirements identified for various capital works.	High	Changes in these levels would impact directly on the amount spent on capital projects and ultimately impact on service levels.	High	No non-operating grants budgeted from 2029/30 onwards due to uncertainties.
Fees and Charges: As per rate level increase. Payment for waste services is incorporated into the general rate and is not included in fees and charges revenue. The State Government will be legislating that a waste fee be included on the Rates Notice from 1 July 2024.	Medium	Indicative waste fees are modelled on the last page of the financial statements, based on the full cost recovery of direct and indirect costs.	Low	In the event of waste fees being separated from general rates, the revenue composition will change from 78% rates/13% fees and charges to 64% rates/27% fees and charges.
Interest Earnings: Interest earning of an average rate of 2% per annum of closing reserve balance.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Revenue: Increases in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Profit on Asset Disposal: Profit on asset disposal results from a	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate no profit on asset disposals has been included.

Expenditure – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Employee Costs: 5% increase in 2023/24, 3%pa thereafter. A higher increase has been applied in year 1 to support the Town's retention of staff.	Medium	It is assumed that any additional FTE will be funding by a contra reduction in materials and contracts expenditure.	Low	Not assessed as high level of uncertainty.
Materials and Contracts: Increased annually by forecast inflation.	Medium	Not assessed as high financial risk.	High	± \$2.2m to the value of materials and contracts over the life of the plan between a 2.5% annual CPI and 3.5% annual CPI
Depreciation: Depreciation has been calculated using an average rate for each asset class based on the weighted average estimated remaining useful life of assets in the class.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Insurance: Base year increased by 10% as advised by the Town's Insurer; 6%pa thereafter	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Expenditure: Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Loss on Asset Disposal: A loss on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate in the Plan no loss on asset disposals has been included in the Plan.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

Liabilities – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Borrowings: New borrowings of \$4.8m have been included in 2023/24. No further borrowings contemplated over the life of the Plan.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Employee Entitlements: It has been assumed the Town will be in a position to meet its obligations in relation to employee entitlements.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

Equity Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Cash Backed Reserves: It has been assumed the Town will invest cash reserves in term deposits with banking institutions and these funds will be available for use during the term of the Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Revaluation Surplus: Increasing in line with inflation-based revaluation.	Low	The revaluation of assets to their fair value may result in changes in asset ratio analysis and depreciation leading to a change in the net result. The revaluations of assets will have no impact on Cashflows.	High	Not assessed as high level of uncertainty.

Other – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Ownership of Strategic Assets: The Town has not planned for the ownership of any strategic assets to be transferred to another party over the term of the Plan.	High	Any significant changes to the ownership of strategic assets would require an amendment to this Plan and, depending on the circumstance, be subject to community consultation.	Low	Not assessed as high level of uncertainty.
Inflators: Forecast inflation at 2.5% per annum.	Medium	Not assessed as high financial risk.	High	
Commercial Activities: The Town is undertaking a major trading undertaking in the East Fremantle Precinct via the operation of a Health Club and Café/Function business. The facility will be managed by a 3 rd party under a management agreement and lease. The facility is expected to be operational by 1 April 2024.	High	No cash dividends to the Town have been budgeted other than a contribution of \$275,000pa from the net result of Precinct Operations (from 2025/56) to cover the sinking fund contribution as an annual transfer to the East Fremantle Oval Redevelopment Reserve.	High	Not assessed as high level of uncertainty. Cash flows from the operation of the EF Oval Precinct will be assessed following year 1 of operations and the Plan updated.
General Economic Forecasts for State: The economic forecast for the State is closely linked to the success of the mining industry. Demands for minerals is forecast to remain stable in the short	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

term with a corresponding stability of the state economy.

General Economic Forecasts for Region: Historically, the metropolitan region's economy is heavily dependent on the economy of the State as whole, and this remains the assumption for the term of this Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
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Ratio Targets

A series of performance indicators, in the form of financial ratios set out in the table below, have been used to assess the financial performance of the Town.

To maintain comparability across the industry, these ratios and their respective target ranges, have been derived from the Department's Long-Term Financial Planning guidelines and *Regulation 50 of Local Government (Financial Management) Regulation 1996*.

The Department's Advisory Standard also provides target levels for each of the ratios.

Ratio	Calculation	Indication	Minimum target
Current Ratio	$\frac{\text{current assets minus restricted assets}}{\text{current liabilities minus liabilities associated with restricted assets minus current liabilities associated with long term borrowings}}$	A measure of the Town's immediate liquidity and the capacity to meet short term financial obligations from unrestricted current assets.	1.
Operating Surplus Ratio	$\frac{\text{operating revenue minus operating expense}}{\text{own source operating revenue}}$	A measure of the extent to which own source revenues raised cover operational expenses.	1%
Own Source Revenue Coverage Ratio	$\frac{\text{own source operating revenue}}{\text{operating expense}}$	A measure of the extent of the Town's ability to cover costs using only discretionary revenue.	40%
Debt Service Coverage Ratio	$\frac{\text{Annual operating surplus before interest and depreciation}}{\text{principal and interest}}$	A measure of the extent of the Town's capacity to generate sufficient cash to cover debt payments.	3
Asset Sustainability Ratio	$\frac{\text{capital renewal and replacement expenditure.}}{\text{depreciation expense}}$	A measure of the extent to which assets managed by the Town are being replaced as they reach the end of their useful lives.	90%



Financial Statements

Town of East Fremantle
Forecast Statement of Financial Activity 2022/23 - 2032/33

	22/23 Adopted Budget	22/23 Actuals	22/23 Forecast Result		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Revenue														
Rates	8,660,135	8,674,408	8,660,135	78%	9,049,841	9,411,835	9,741,249	10,082,193	10,435,069	10,800,297	11,178,307	11,569,548	11,974,482	12,393,589
Fees and Charges	1,442,358	1,260,303	1,492,976	13%	1,543,440	1,605,178	1,661,359	1,719,506	1,779,689	1,841,978	1,906,447	1,973,173	2,042,234	2,113,712
Operating Grants	907,014	777,324	1,009,737	7%	823,266	656,122	926,122	926,122	926,122	926,122	926,122	926,122	926,122	926,122
Interest Earnings	98,000	251,836	338,000	1%	161,964	164,732	173,739	187,389	203,888	219,086	234,099	252,778	271,730	290,360
Other	27,170	35,522	27,170	0%	42,000	43,500	45,090	46,775	48,562	50,456	52,463	54,591	56,846	59,237
	11,134,677	10,999,393	11,528,018		11,620,511	11,881,366	12,547,559	12,961,985	13,393,330	13,837,938	14,297,438	14,776,212	15,271,414	15,783,020
Expenditure														
Employee Costs	-4,736,197	-3,381,813	-4,746,197	40%	-4,993,493	-5,143,298	-5,297,597	-5,456,524	-5,620,220	-5,788,827	-5,962,492	-6,141,366	-6,325,607	-6,515,376
Materials and Contracts	-4,028,396	-2,685,268	-4,115,471	31%	-3,891,790	-4,106,640	-4,049,246	-4,142,812	-4,298,132	-4,418,461	-4,512,672	-4,588,364	-4,786,823	-4,819,369
Utilities	-259,034	-153,641	-259,034	2%	-250,980	-257,255	-263,686	-270,279	-277,035	-283,961	-291,060	-298,337	-305,795	-313,440
Interest	-16,250	-2,228	-16,250	1%	-134,491	-272,562	-264,076	-255,268	-246,033	-236,422	-226,182	-215,526	-204,354	-192,698
Insurance	-228,901	-220,412	-228,901	2%	-273,229	-289,623	-307,000	-325,420	-344,946	-365,642	-387,581	-410,836	-435,486	-461,615
Other	-775,797	-631,366	-775,797	6%	-772,191	-791,496	-811,283	-831,565	-852,354	-873,663	-895,505	-917,892	-940,840	-964,361
Depreciation	-2,103,440	-1,342,995	-2,103,440	17%	-2,166,543	-2,231,539	-2,298,486	-2,367,440	-2,438,463	-2,511,617	-2,586,966	-2,664,575	-2,744,512	-2,826,847
	-12,148,015	-8,417,723	-12,245,090		-12,482,717	-13,092,413	-13,291,374	-13,649,308	-14,077,184	-14,478,594	-14,862,458	-15,236,896	-15,743,418	-16,093,706
	-1,013,338	2,881,670	-717,072		-882,206	-1,211,046	-743,815	-687,323	-683,854	-640,655	-565,019	-460,684	-472,003	-310,686
Non-Cash movements on SOFP	-13,922	-13,922	-13,922		0	0	0	0	0	0	0	0	0	0
Depreciation	2,103,440	1,342,995	2,103,440		2,166,543	2,231,539	2,298,486	2,367,440	2,438,463	2,511,617	2,586,966	2,664,575	2,744,512	2,826,847
Net Funding from Operational Activities (exc Depn)	1,076,180	3,910,743	1,372,446		1,304,337	1,020,493	1,554,670	1,680,117	1,754,610	1,870,962	2,021,947	2,203,891	2,272,509	2,516,162
** This is the critical number as it identifies how much own source funding is available to service capital expenditure, debt repayments and reserve transfers														
Capital Expenditure														
East Fremantle Oval Redevelopment	-13,000,000	-4,627,528	-14,773,534		-17,892,755	0	0	0	0	0	0	0	0	0
Plant and Equipment	-425,450	-70,980	-452,450		-396,200	-240,000	-268,200	-262,000	-234,200	-249,000	-311,200	-250,000	-278,200	-218,389
Furniture and Equipment	-25,000	-12,777	-25,000		-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000
Buildings	-770,000	-106,043	-1,065,000		-1,000,000	-80,000	-80,000	-80,000	-80,000	-150,000	-150,000	-150,000	-150,000	-150,000
Roads	-361,127	-343,852	-361,127		0	-300,000	-300,000	-290,000	-234,000	-397,800	-198,000	-175,000	-140,000	-250,000
Drainage	-100,000	-650	-100,000		-100,000	-100,000	-100,000	-100,000	-100,000	-150,000	-150,000	-150,000	-150,000	-150,000
Parks and Ovals	-417,000	-255,885	-393,223		-237,000	-150,000	-145,000	-160,000	-160,000	-190,000	-190,000	-190,000	-190,000	-190,000
Carparks	-15,000	0	-15,000		-15,000	-15,000	-20,000	-20,000	-20,000	-20,000	-50,000	-50,000	-50,000	-230,000
Footpaths	-250,000	-255,516	-250,000		-270,000	-279,040	-220,000	-197,000	-185,000	-180,000	-180,000	-205,000	-180,000	-205,000
Non-Operating Grants - EF Oval	13,000,000	3,528,648	11,752,681		13,913,608	0	0	0	0	0	0	0	0	0
Non-Operating Grants - RRG	240,751	190,638	240,751		0	200,000	200,000	193,333	156,000	265,200	0	0	0	0
Non-Operating Grants - Other	858,362	94,973	1,175,399		1,004,181									
Net Capital Program	-1,264,464	-1,858,973	-4,266,503		-5,018,166	-989,040	-958,200	-940,667	-882,200	-1,096,600	-1,254,200	-1,195,000	-1,163,200	-1,418,389
Proceeds from new Loan Borrowings	0				4,800,000	0	0	0	0	0	0	0	0	0
Loan Repayments	-102,000	-74,864	-102,000		-72,634	-150,564	-157,911	-165,617	-173,698	-182,174	-191,064	-200,387	-210,165	-220,421
Net Borrowings	-102,000	-74,864	-102,000		4,727,366	-150,564	-157,911	-165,617	-173,698	-182,174	-191,064	-200,387	-210,165	-220,421
Net Reserve Transfers From/(to)	-1,849,976	-1,041,028	491,958		-1,133,941	-63,546	-372,462	-601,517	-740,715	-635,061	-659,561	-839,221	-849,044	-829,038
Proceeds from Sale of Assets	167,568	21,177	189,168		171,400	76,000	147,481	90,000	100,540	100,141	148,340	97,000	24,000	24,000
Sale Proceeds - 128 George Street	1,500,000	1,850,000	1,850,000		0	0	0	0	0	0	0	0	0	0
Lease Payments	-45,000	-43,428	-47,892		-49,808	-51,800	-53,872	-56,027	-58,268	-60,599	-63,023	-65,544	-68,165	-70,892
Surplus 30 June	0	3,276,450	-0		1,189	-157,269	2,438	8,728	8,997	5,666	8,105	8,844	14,778	16,200

Town of East Fremantle - Reserve Transfers - 2023/24 - 2032/33																
Name	2023/24				2024/25			2025/26			2026/27			2027/28		
	Opening Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance
	\$	\$	\$	\$												
Non Current Leave Entitlements Reserve	0			0			0			0			0			0
Unspent Grants and Restricted Cash Reserve	0			0			0			0			0			0
Vehicle, Plant and Equipment Reserve	407			407			407			407			407			407
Aged Services Reserve	-0			-0			-0			-0			-0			-0
Strategic Asset Management Reserve	64,920			64,920			64,920			64,920			64,920			64,920
Arts and Sculpture Reserve	90,522	45,000	-45,000	90,522	0	-45,000	45,522	30,000	-45,000	30,522	45,000	-45,000	30,522	45,000	-45,000	30,522
Waste Reserve	35,000	10,000		45,000	0		45,000	0		45,000	10,000		55,000	50,000		105,000
Committed Works Reserve	0			0			0			0			0			0
Streetscape Reserve	75,000	0		75,000	0		75,000	0		75,000	0		75,000	10,000		85,000
Drainage Reserve	150,000	0		150,000	0		150,000	0		150,000	0		150,000			150,000
East Fremantle Oval Redevelopment Reserve	-0	776,442		776,442	0		776,442	275,000		1,051,442	275,000		1,326,442	275,000		1,601,442
Preston Point Facilities Reserve	65,290	50,000		115,290	0		115,290	0		115,290	75,000		190,290	100,000		290,290
Foreshore Master Plan Reserve	139,627	0		139,627	0		139,627	0		139,627	0		139,627	75,000		214,627
Sustainability and Environmental Reserve	304,625	90,289	-310,000	84,914	93,901		178,815	97,188		276,003	100,589		376,592	139,110		515,702
Town Planning Reserve	100,000	50,000		150,000	0		150,000	0		150,000	50,000		200,000			200,000
Business Improvement Reserve	50,000	230,000		280,000	0		280,000	0		280,000	0		280,000	0		280,000
Civic Building Reserve	16,500	30,138	-16,244	30,393	31,343	-16,698	45,039	32,440	-17,166	60,313	33,576	-17,648	76,241	34,751	-18,146	92,846
Payment in Lieu of Parking Reserve	137,010			137,010			137,010			137,010			137,010			137,010
Plympton Parking Reserve	616,666			616,666			616,666			616,666			616,666			616,666
Strategic Waste Reserve	146,684	180,000	-326,684	0			0			0			0			0
Payment in Lieu of Public Open Space Reserve	0			0			0			0			0			0
	1,992,250	1,461,869	-697,928	2,756,191	125,244	-61,698	2,819,737	434,628	-62,166	3,192,200	589,165	-62,648	3,718,716	728,861	-63,146	4,384,431
Name	2028/29				2029/30			2030/31			2031/32			2032/33		
	Opening Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance
	\$	\$	\$	\$												
Non Current Leave Entitlements Reserve	0			0			0			0			0			0
Unspent Grants and Restricted Cash Reserve	0			0			0			0			0			0
Vehicle, Plant and Equipment Reserve	407			407			407			407			407			407
Aged Services Reserve	-0			-0			-0			-0			-0			-0
Strategic Asset Management Reserve	64,920			64,920			64,920			64,920			64,920			64,920
Arts and Sculpture Reserve	30,522	45,000	-45,000	30,522	45,000	-45,000	30,522	45,000	-45,000	30,522	45,000	-45,000	30,522	45,000	-45,000	30,522
Waste Reserve	105,000	0		105,000	20,000		125,000	50,000		175,000	50,000		225,000	50,000		275,000
Committed Works Reserve	0			0			0			0			0			0
Streetscape Reserve	85,000	10,000		95,000	10,000		105,000	10,000		115,000	10,000		125,000	10,000		135,000
Drainage Reserve	150,000			150,000			150,000	20,000		170,000	25,000		195,000			195,000
East Fremantle Oval Redevelopment Reserve	1,601,442	275,000		1,876,442	275,000		2,151,442	275,000		2,426,442	275,000		2,701,442	275,000		2,976,442
Preston Point Facilities Reserve	290,290	100,000		390,290	100,000		490,290	150,000		640,290	150,000		790,290	230,000		1,020,290
Foreshore Master Plan Reserve	214,627	125,000		339,627	125,000		464,627	200,000		664,627	200,000		864,627	200,000		1,064,627
Sustainability and Environmental Reserve	515,702	107,754		623,455	111,525		734,980	115,428		850,408	119,468		969,877	123,650		1,093,526
Town Planning Reserve	200,000			200,000			200,000			200,000			200,000			200,000
Business Improvement Reserve	280,000			280,000			280,000			280,000			280,000			280,000
Civic Building Reserve	92,846	35,967	-18,660	147,379	37,226	-19,190	165,416	38,529	-19,737	184,208	39,877	-20,301	203,784	41,273	-20,885	224,172
Payment in Lieu of Parking Reserve	137,010			137,010			137,010			137,010			137,010			137,010
Plympton Parking Reserve	616,666			616,666			616,666			616,666			616,666			616,666
Strategic Waste Reserve	0			0			0			0			0			0
Payment in Lieu of Public Open Space Reserve	0			0			0			0			0			0
	4,384,431	698,721	-63,660	5,056,718	723,751	-64,190	5,716,279	903,957	-64,737	6,555,500	914,346	-65,301	7,404,544	974,923	-65,885	8,313,582

Town of East Fremantle - Capital Works Schedule - 2022/23 - 2032/33											
Asset Class	22-23 Capital Works	23/24 Bud	24/25 Bud	25/26 Bud	26/27 Bud	27/28 Budget	28/29 Budget	29/30 Budget	30/31 Budget	31/32 Budget	32/33 Budget
Plant & Equipment	VW Tiguan SUV (CEO)	46,200		46,200		46,200		46,200		46,200	
Plant & Equipment	VW Golf Alltrack Wagon (EMRS)	40,000		40,000		40,000		40,000		40,000	
Plant & Equipment	Mitsubishi Eclipse Cross (EMCS)	40,000		40,000		40,000		40,000		40,000	
Plant & Equipment	Ford Focus Trend Sedan (EV vehicle?)	40,000			40,000			40,000			
Plant & Equipment	Isuzu 4.5T Tipper	70,000						70,000			
Plant & Equipment	Mustang R165 Skidsteer	75,000									
Plant & Equipment	Cage Trailer	5,000									
Plant & Equipment	Isuzu MKR190		75,000						75,000		
Plant & Equipment	Kobota Baroness				100,000						
Plant & Equipment	Kobota F3690		30,000						30,000		
Plant & Equipment	Kobelco SK17SR-5		40,000							40,000	
Plant & Equipment	Isuzu Crew Cab Truck - Parks						102,000				
Plant & Equipment	Toyota Hilux dual cab ute					28,000					
Plant & Equipment	Ford Ranger single cab ute	35,000				35,000				35,000	
Plant & Equipment	Toro Z Master 7000 mower				30,000				30,000		
Plant & Equipment	Toyota Tarago Van (CHSP)										
Plant & Equipment	Toyota Camry Altise (CHSP)										
Plant & Equipment	Toro Groundmaster 7210			30,000					30,000		
Plant & Equipment	Water trailer										
Plant & Equipment	Mower Trailer				7,000						
Plant & Equipment	Mitsubishi Eclipse Cross (EMTS)		40,000		40,000		40,000		40,000		40,000
Plant & Equipment	HD Tipping Trailer		10,000								
Plant & Equipment	Misubishi Triton Single Cab			30,000				30,000			
Plant & Equipment	VW Amarok Dual Cab (Parks Supervisor)			32,000			32,000			32,000	
Plant & Equipment	Excavator Trailer			5,000							
Plant & Equipment	Variable Message Board Trailer						30,000				
Plant & Equipment	General Allocation										133,389
Plant & Equipment	Upgrade street lights to LED, including smart lighting for major roads	310,000									
Plant & Equipment	Public Art - EF Oval Commemoration										
Plant & Equipment	Public Art - General	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
	Total Plant & Equipment	706,200	240,000	268,200	262,000	234,200	249,000	311,200	250,000	278,200	218,389
Furniture & Equipment	ICT - Laptop Replacement (3-4 Year Rolling Program 10 X \$2500)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Total Furniture & Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Buildings	Buildings Upgrades - Various	80,000	80,000	80,000	80,000	80,000	70,000	70,000	70,000	70,000	70,000
Buildings	Tricolore Soccer Club Upgrades	920,000	0	0	0	0	0	0	0	0	0
Buildings	East Fremantle Oval Precinct	17,892,755									
	Total Buildings	18,892,755	80,000	80,000	80,000	80,000	70,000	70,000	70,000	70,000	70,000
Infrastructure - Roads	Roads - General Allocation	80,000	80,000		80,000	80,000	80,000	80,000	80,000	80,000	250,000
Infrastructure - Roads	Marmion St - East to Stirling										
Infrastructure - Roads	Riverside Road (adjacent to Cool Beans)	0	150,000								
Infrastructure - Roads	Riverside Road (adjacent to Bund Area)	0	150,000								
Infrastructure - Roads	Riverside Road (adjacent to Leeuwin Boat Ramp)			150,000							
Infrastructure - Roads	Riverside Road (adjacent to Bund Area)			150,000							
Infrastructure - Roads	Jerrat Drive - Wauhop Rd to Preston Point Rd							198,000			
Infrastructure - Roads	Penhurst Street - Fraser St to Pier St								55,000		
Infrastructure - Roads	Fraser Street - Staton Rd to Alexandra Rd								120,000		
Infrastructure - Roads	King Street - George St to Hubble St									140,000	
Infrastructure - Roads	Petra Street - Marmion to Fletcher				170,000						
Infrastructure - Roads	East Street - Riverside Road to Canning Highway				120,000						
Infrastructure - Roads	East Street - Canning Highway to George Street					234,000					
Infrastructure - Roads	East Street - George Street to Marmion Street						397,800				
	Total Infrastructure - Roads	80,000	380,000	300,000	370,000	314,000	477,800	278,000	255,000	220,000	250,000
Infrastructure - Drainage	Drainage - Various River Outlet Reduction and GPTS	100,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000	150,000	150,000
	Total Infrastructure - Drainage	100,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000	150,000	150,000

Town of East Fremantle - Capital Works Schedule - 2022/23 - 2032/33												
Asset Class	22-23 Capital Works	23/24 Bud	24/25 Bud	25/26 Bud	26/27 Bud	27/28 Budget	28/29 Budget	29/30 Budget	30/31 Budget	31/32 Budget	32/33 Budget	
Infrastructure - Parks & Ovals	Wauhop Resurfacing											
Infrastructure - Parks & Ovals	Upgrade of Retic Controllers @ 8 parks	32,000										
Infrastructure - Parks & Ovals	Retic upgrades including relaying and wiring	70,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Infrastructure - Parks & Ovals	Preston Point Ovals - Bore Upgrades		50,000									
Infrastructure - Parks & Ovals	Stratford Street Park - Bore Upgrade	50,000			15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Infrastructure - Parks & Ovals	Bore upgrades - sites TBD				50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Infrastructure - Parks & Ovals	Playground Equipment (incl. nature play)	20,000	20,000	20,000	20,000	20,000	50,000	50,000	50,000	50,000	50,000	
Infrastructure - Parks & Ovals	BBQ Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Infrastructure - Parks & Ovals	Drink Fountains	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Infrastructure - Parks & Ovals	Park Benches and Seats	15,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
	Total Infrastructure - Parks & Ovals	207,000	140,000	85,000	150,000	150,000	180,000	180,000	180,000	180,000	180,000	
Infrastructure - Car Parks	Carparks - General Allocation (Riverside Rd Car Parks 2031/32)	15,000	15,000	0	20,000	20,000	20,000	50,000	50,000	50,000	230,000	
	Total Infrastructure - Car Parks	15,000	15,000	0	20,000	20,000	20,000	50,000	50,000	50,000	230,000	
Infrastructure - Footpaths	Moss St, (west side), between Canning Hwy & George St (Remove Concrete and replace with Red asphalt, as per style guide)		23,000									
Infrastructure - Footpaths	George Street - general paving repairs	30,000	30,000			30,000	30,000	30,000	30,000	50,000	30,000	
Infrastructure - Footpaths	Canning Highway (south side), between May St & Moss		96,000									
Infrastructure - Footpaths	Canning Highway (south side), between Bedford and Moss	70,000										
Infrastructure - Footpaths	Clayton St (east side), between Fraser & View Tce	55,000										
Infrastructure - Footpaths	Clayton St (west side), between Canning Hwy and Fraser St	115,000										
Infrastructure - Footpaths	Riverside Road (north side), adjacent to Wayman Reserve (do at same time as road upgrade)		35,000									
Infrastructure - Footpaths	Riverside Road (west side), adjacent to Leeuwin boat ramp car park (do at same time as road upgrade)			45,000								
Infrastructure - Footpaths	Fraser St (south side), between Alexandra St & Osborne St (Remove concrete and replace with red asphalt, as per style guide)			65,000								
Infrastructure - Footpaths	Fraser St (south side), between Walter St & Stratford St (Remove concrete and replace with red asphalt, as per style guide)			35,000								
Infrastructure - Footpaths	Preston Point Rd (west side), between Bolton St & Pier St (Grey concrete)		95,040									
Infrastructure - Footpaths	George Street (north side), between Hubble St & Duke St (Remove brick paving and replace with red asphalt, as per style guide)			75,000								
Infrastructure - Footpaths	George Street (south side), between Sewel St & Duke St (brick paving)				65,000							
Infrastructure - Footpaths	Marmion St (north side), between East St & Hubble St (Remove brick paving and replace with red asphalt, as per style guide)				72,000							
Infrastructure - Footpaths	Canning Hwy (north side), between Staton St & Alexandra St				60,000							
Infrastructure - Footpaths	Petra Street (west side), between View Tce & Preston Point Rd					70,000						
Infrastructure - Footpaths	Preston Point Rd (north side), between Petra St & Gordon St (Grey concrete)					85,000						
Infrastructure - Footpaths	Marmion Street (north side), between East St & Glyde St						35,000					
Infrastructure - Footpaths	Marmion Street (north side), between Glyde St & Hubble St						40,000					
Infrastructure - Footpaths	Preston point Rd (west side), between Aldgate & Wolsley						50,000					
Infrastructure - Footpaths	Andrews Rd (west side), between Riverside & Canning Hwy						25,000					
Infrastructure - Footpaths	George St (north side), between Duke & King							30,000				
Infrastructure - Footpaths	George St (south side), between Duke & King							30,000				
Infrastructure - Footpaths	Canning Hwy (north side), between Alexandra St & Osborne							60,000				
Infrastructure - Footpaths	Canning Hwy (north side), between Osborne & Windsor							30,000				
Infrastructure - Footpaths	East St (east side), between Canning & George								35,000			
Infrastructure - Footpaths	East St (east side), between George & Marmion								60,000			
Infrastructure - Footpaths	Sewel Rd (east side), between George St & Canning								40,000			
Infrastructure - Footpaths	Sewel Rd (west side), between George St & Canning								40,000			
Infrastructure - Footpaths	Canning Hwy, north side), between Walter St & Stratford St										30,000	
Infrastructure - Footpaths	Canning Hwy, north side), between Stratford St & Clayton St										35,000	
Infrastructure - Footpaths	Canning Hwy, north side), between Clayton St & Petra St										45,000	
Infrastructure - Footpaths	Council Place (east side) between Canning Hwy & St Peters Rd										20,000	
Infrastructure - Footpaths	Duke St (east side), between George St & King St										45,000	
Infrastructure - Footpaths	Silas St (west side), between Speedy Cheval & George St									45,000		
Infrastructure - Footpaths	Canning Hwy, north side), between Windsor St & Gill St									45,000		
Infrastructure - Footpaths	Canning Hwy, north side), between Gill St & Walter St									40,000		
	Total Infrastructure - Footpaths	270,000	279,040	220,000	197,000	185,000	180,000	180,000	205,000	180,000	205,000	
Town of East Fremantle Strategic Resource Plan 2023/24 – 2032/33		202,15,955	879,040	778,200	834,000	794,200	874,000	966,200	930,000	933,200	1,078,389	

Proceeds from Sale of Assets	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
VW Tiguan SUV (CEO)	36,700		32,340		32,340		32,340		32,340	
VW Golf Alltrack Wagon (EMRS)	24,000		24,000		24,000		24,000		24,000	
Mitsubishi Eclipse Cross (EMCS)	21,000		24,000		24,000		24,000		24,000	
Ford Focus Trend Sedan (EV vehicle)	11,000			24,000			24,000			
Isuzu 4.5T Tipper	30,000						30,000			
Mustang R165 Skidsteer	37,500									
Isuzu MKR190		37,000						37,000		
Kobota Baroness				30,000						
Kobota F3690		12,000						12,000		
Kobelco SK17SR-5			20,000						20,000	
Isuzu Crew Cab Truck - Parks						45,000				
Toyota Hilux dual cab ute					9,000					
Ford Ranger single cab ute	11,200				11,200				11,200	
Toro Z Master 7000 mower				12,000				12,000		
Toro Groundmaster 7210			12,000					12,000		
Mitsubishi Eclipse Cross (EMTS)		24,000		24,000		24,000		24,000		24,000
HD Tipping Trailer		3,000								
Mitsubishi Triton Single Cab			14,000				14,000			
VW Amarok Dual Cab (Parks Supervisor)			21,141			21,141			21,141	
Variable Message Board Trailer						10,000				
	171,400	76,000	147,481	90,000	100,540	100,141	148,340	97,000	132,681	24,000
Acquisitions	351,200	195,000	223,200	217,000	189,200	204,000	266,200	205,000	233,200	40,000
Net Change Over (Muni Funding)	179,800	119,000	75,719	127,000	88,660	103,859	117,860	108,000	100,519	16,000

Average Annual Muni Changeover

94,042

Waste Expense Analysis

					Indicative Waste Charge		
					Residential (95% Recovery)		Commercial (5% Recovery)
Year	Total Waste Expenses		Total Opex (Exc Non-Cash Items)	Waste Expenses as a % of Operating Expenses (exc non-cash)	3290	125	
2022/23	\$	1,583,474	\$	10,141,650	15.61%	\$457	\$633
2023/24	\$	1,603,893	\$	10,316,174	15.55%	\$463	\$642
2024/25	\$	1,681,809	\$	10,860,873	15.49%	\$486	\$673
2025/26	\$	1,738,228	\$	10,992,888	15.81%	\$502	\$695
2026/27	\$	1,861,015	\$	11,281,868	16.50%	\$537	\$744
2027/28	\$	1,925,411	\$	11,638,721	16.54%	\$556	\$770
2028/29	\$	1,973,418	\$	11,966,976	16.49%	\$570	\$789
2029/30	\$	2,022,624	\$	12,275,492	16.48%	\$584	\$809
2030/31	\$	2,073,061	\$	12,572,321	16.49%	\$599	\$829
2031/32	\$	2,124,758	\$	12,998,906	16.35%	\$614	\$850
2032/33	\$	2,177,749	\$	13,266,859	16.41%	\$629	\$871

