



Appendix 7

16.5 Borough of Queenscliffe Annual Plan 2022–23

Annual Plan 2022–23

Ordinary Meeting of Council

Wednesday 28 September 2022 at 7:00pm

Queenscliff Town Hall

Borough of Queenscliffe

Annual Plan

2022 – 2023



The Annual Plan

The Annual Plan sets out the programs and projects Council plans to deliver over the 2022–23 financial year. The Annual Plan outlines the actions we intend to undertake to further the objectives and address the priorities of the Borough of Queenscliffe 2021 – 2025 Council Plan and Municipal Health and Wellbeing Plan which is integrated into the Council Plan.

The actions in the Annual Plan are work Council undertakes in addition to the many ‘business as usual’ activities undertaken to ensure services are delivered and Council meets its statutory responsibilities.

The Annual Plan complements the annual budget, and both are developed in parallel to provide consistency between Council’s work program and the resourcing allocations determined in the budget.

The Annual Budget and Annual Plan are components of the Integrated Strategic Planning Framework prescribed by the *Local Government Act 2020*. Figure 1 below shows how the Annual Plan and the Annual Budget interact with the other key strategic documents adopted by Council.

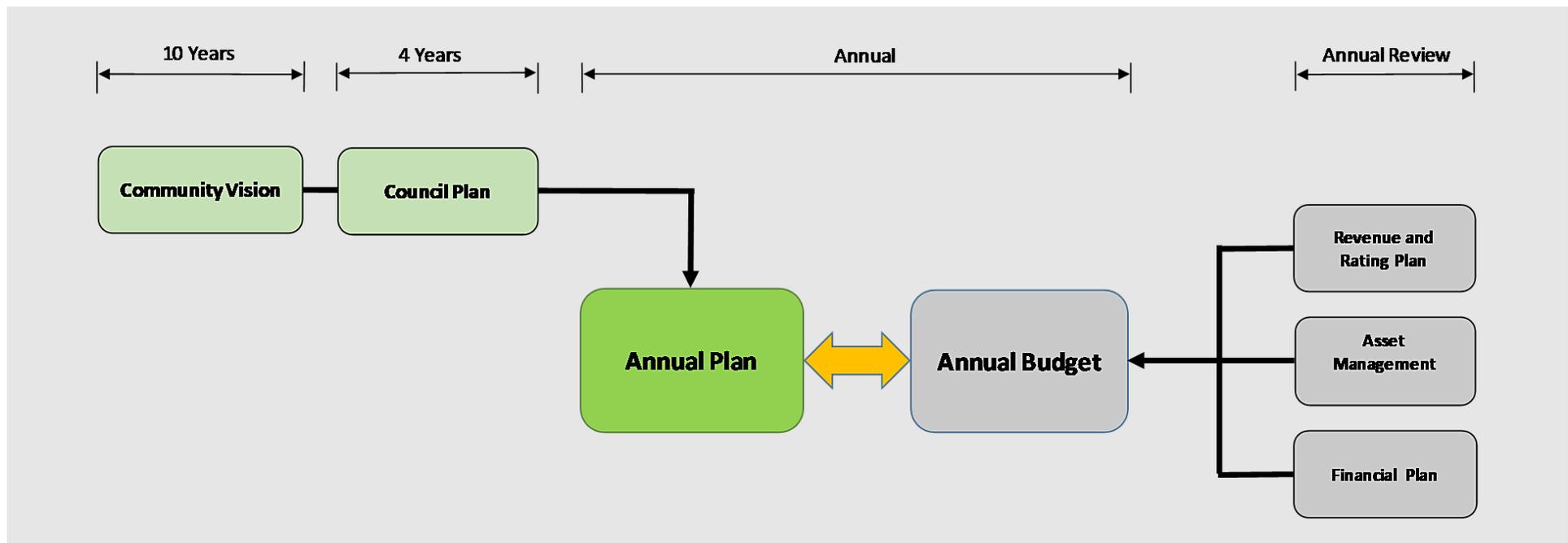


Figure 1.

Reading the Annual Plan

This Annual Plan covers the period that corresponds with the financial year commencing on 1 July 2022 and ending on 30 June 2023.

The following tables organise the activities Council intends to undertake under the relevant portfolios and strategic objectives described in the 2021–2025 Council Plan. The tables include the following information about the implementation of the individual actions:

Responsibility – nominates the team within Council responsible for planning, managing and overseeing the implementation of the program or project. The Council teams are, Community, Planning and Community Safety, Infrastructure and Environment, Financial and Corporate Services and the CEO Office

Council Role – describes what role Council is performing in the implementation of the action

- Provider (P) – Council is delivering the project or program
- Advocate (A) – Council is promoting or seeking to influence an outcome delivered by others
- Facilitate (F) – Council is directly supporting an outcome delivered by others
- Partner (Pa) – Council is working in collaboration with another party to deliver an outcome

Budget – how the activity will be funded

- Operational – the funding and resources come from an existing, recurring operational budget
- \$ - funding comes from a specific 2022/2023 Budget allocation (including grant funding)

Project or program – describe the type of activity.

Project & Initiatives – this is a new one-off initiative with an individual budget allocation

Program – the initiative is integrated into an ongoing operational budget activity

How will Council monitor progress?

Progress against the annual Plan will be reported through:

- Quarterly reports to Council
- Quarterly financial reports
- Annual report

Portfolio 1: Health and wellbeing

Strategic Objective: To support community wellbeing and encourage an active lifestyle

2022 – 23 Projects & Initiatives

Action	Responsibility	Role	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Budget
Develop Bike Park Concept	Infrastructure and Environment	P	Finalise Concept Design	Community Consultation		Relevant approvals granted	* \$20,000 allocated in 2021 -2022 budget. Reserve balance of \$196,000 for this project on 30 June 2022.
							Notes: <ul style="list-style-type: none"> The <i>Bike Park Concept</i> will be used to determine a cost estimate for the proposed Bike Park prior to the design development stage The <i>Bike Park Concept</i> will be used for the purposes of consultation and permit approval documentation Current estimated Bike Park project budget - \$400,000
Gender Equality Statement of Commitment	CEO Office	P		Draft Statement of Commitment prepared and reviewed by Council	Statement of Commitment adopted by Council		Operational
Prepare Health and Wellbeing Action Plan	CEO Office	P		Draft Health and Wellbeing Action Plan presented to Council	Council formally considers Health and Wellbeing Action Plan for adoption		Operational
Establish a Disability Inclusion Reference Group	CEO Office	P & Pa	Council to Consider Notice of Motion to establish Disability Inclusion Reference Group	Commence the Expression of Interest process			No budget allocation
							Notes: <ul style="list-style-type: none"> undertake an Expression of Interest process inviting diverse community members to be part of a new Disability Lived Experience Reference Group Council will work with the Disability Reference group to develop a term of reference, governance framework and purpose statement for the group

2022 – 23 Program activity

Actions in the Council Plan that will be integrated into annual work program. The funding allocation for each activity is included in an operational budget for that relevant program.

Action	Responsibility	Role
Provide the Commonwealth Home Support Program	Community	P
Continue to implement Council's obligations under the <i>Gender Equality Act 2020</i> and actions in our Gender Equality Action Plan	CEO Office	P
Promote and Implement Respect 2040	CEO Office	A & P
Facilitate and promote activities that reduce social isolation	Community	F & P
Facilitate the regular meeting of the Municipal Emergency Management Planning Committee (MEMPC) and annual review of the EMP's work in collaboration with Regional MEMPC	Planning and Community Safety	F

Portfolio Budget - \$1,822,000

Community Vision

The actions listed above further the achievement of the following aspirations in the community vision:

- Enhancing Health and wellbeing
- Encouraging an inclusive and engaged community

Portfolio 2: Environment

Strategic Objective: To protect our environment and address climate change issues

2022 – 23 Projects & Initiatives

Action	Responsibility	Role	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Budget
Prepare Vegetation Management Strategy	Planning and Community Safety	P	Draft Strategy workshopped with Council	Draft strategy placed on public exhibition	Council considers final Vegetation Management Strategy		Operational
Finalise scope of Integrated Water Management Plan	Infrastructure and Environment	P		Commence scoping exercise	Prepare draft and complete draft scope in conjunction with Barwon Water	Scope completed and included as proposed project in 2023 – 2024 draft budget papers	\$5,000
CERP 1 Queenscliffe Neighborhood House energy upgrade	Infrastructure and Environment	P			Energy upgrade Completed		\$42,000 (50% grant)
CERP 2 Electric vehicle charging stations installed	Infrastructure and Environment	P	Tenders let for Installation of EV Chargers	Installation of EV Chargers completed			Total \$140,000 (50% grant funded) \$70,000 allocated in 2021 -2022 budget and \$70,000 to be allocated in Q1 forecast
CERP 3 FOGO roll out	Infrastructure and Environment	P	FOGO bin collection commences				A part of the kerbside transition project (3-year project with the net cost of \$448,000)
CERP 4 Develop CERP monitoring and evaluation dashboards	Infrastructure and Environment	P			Test of dashboards is completed	Dashboards go live	\$5,000
Development of a Victoria Park Policy	Infrastructure and Environment	P	Complete community consultation on Policy and Policy endorsed by Council				Operational

Action	Responsibility	Role	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Budget
Development of a planting schedule at Victoria Park	Infrastructure and Environment	P		Planting plan completed and endorsed by Council			\$40,000
Establishment of a tree management system for Victoria Park	Infrastructure and Environment	P		Tree Management System procured	Tree Management System operational		\$120,000
Establishment of environmental grants program to assist community groups with vegetation projects	CEO Office	P		Council to consider draft grants program framework	Council to consider amending budget to provide funding for program		\$3,000 (budget allocation to be increased as required)
Create Environmental Advisory Group	Councillors	P	Endorse Advisory Group Framework	Recruit and undertake first meeting of Advisory Group			Operational

2022 – 23 Program activity

Actions in the Council Plan that will be integrated into annual work program. The funding allocation for each activity is included in an operational budget for that relevant program.

Action	Responsibility	Role
Review Council strategy, policy and operational documents and amend to incorporate the objectives of the <i>Wadawurrung Healthy Country Plan</i>	CEO Office	P
Undertake Annual tree planting program	Infrastructure and Environment	P

Portfolio Budget - \$2,075,000 (this includes waste management service expenses of \$1,361,000)

Community Vision

The actions listed above further the achievement of the following aspiration in the community vision:

- Protecting Country and our Natural Environment

Portfolio 3: Local economy

Strategic Objective: To support a prosperous and diverse local economy

2022 – 23 Projects & Initiatives

Action	Responsibility	Role	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Budget
Finalise the new Queenscliff Tourist Park Operational Model	Community	P		Provide advice to Council on the proposed model	Council to endorse model		Operational
Work with Tourism Greater Geelong and The Bellarine to market the Borough of Queenscliff and its tourism point of difference	Community	Pa	Participate in Sustainable Destination Master Plan project with Greater Geelong	Workshop with Council			Operational

2022 – 23 Program activity

Actions in the Council Plan that will be integrated into annual work program. The funding allocation for each activity is included in an operational budget for that relevant program.

Action	Responsibility	Role
Develop the <i>Shop Local</i> campaign	Community	P
Further streamline Council permit processes	All teams	P
Advocate for faster and more reliable digital services to facilitate new economic opportunities and work from home options	CEO Office	A
Undertake compliance review and initiate program to ensure compliance with Tourist Parks regulations	Community	P

Portfolio Budget - \$1,497,000 (this includes tourist parks operational expenses of \$953,000)

Community Vision

The actions listed above further the achievement of the following aspiration in the community vision:

- Supporting businesses and community prosperity

Portfolio 4: Heritage, planning and infrastructure

Strategic Objective: To protect our distinctive coastal, cultural and built environment, and provide sustainable, suitable infrastructure

2022 – 23 Projects & Initiatives

Action	Responsibility	Role	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Budget
Development of a Coastal and Marine Management Plan (CMMP)	CEO Office	P	Engage Project Manager and set up Steering Committee	Project Plan completed	Updated Draft CMMP and Community Consultation		\$210,000
	Notes: <ul style="list-style-type: none"> Detailed budget requirements for the project will developed as the project plan is finalised by the Steering committee and extent of additional research is understood. 						
Complete Asset Plan	Infrastructure and Environment	P		Asset Plan completed			Operational
Review of Fisherman’s Flat Heritage Overlay	Planning and Community Safety	P	Investigation period and community engagement	Updated Fishermans Flat Heritage Overlay citation completed and preparation of amendments to the Queenscliffe Planning Scheme	Submission of proposed Planning Scheme Amendment to Minister for Planning for Authorisation		See notes (Reserve balance of \$126,000 at 30 June 2022 for Queenscliffe Planning Scheme Review)
	Notes: <ul style="list-style-type: none"> \$37,000 for heritage consultants Preparation of amendment documentation – officer resources Planning scheme amendment costs – to be determined Timing following submission of planning scheme amendment document for authorization to Minister is unknown 						

Action	Responsibility	Role	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Budget
Upgrade Edgewater Close storm water system	Infrastructure and Environment	P		Complete design work	Undertake works		\$15,000
Install new public toilet facility in Hobson Street	Infrastructure and Environment	P	Finalise design	Undertake procurement and inform community	Complete Installation (see notes)		\$250,000
	Quarterly spend		\$10,000		\$240,000		
	Notes: <ul style="list-style-type: none"> Targeted community consultation through Quarter 2 Liaise with Disability Inclusion Reference Group 						
Install new and upgrade existing timber fence at Dog Beach	Infrastructure and Environment	Pa		Complete design work with Department of Environment, Land Water and Planning (DELWP)	Apply for Marine and Coastal Act consent	Fence installed	\$40,000
Replace Public Toilet Facility at Point Lonsdale Lighthouse Reserve	Infrastructure and Environment	P	Design completed		Construction completed		Total \$180,000 \$20,000 2021–22 budget and \$160,000 to be allocated in Q1 forecast (Renewal)
Installation of signage that includes recognition of Wadawurrung Country and uses Wadawurrung language to identify places	Infrastructure and Environment	Pa		Develop Design with Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC)	Secure Language Use agreement with WTOAC		\$20,000:

Action	Responsibility	Role	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Budget
Queenscliff Traffic Management Study	Infrastructure and Environment	P		Draft Queenscliff Traffic Management Study presented to Council for review	Community Consultation for draft Queenscliff Traffic Management Study	Council to consider adoption of final Queenscliff Traffic Management Study	\$20,000 allocated in 2021–22 budget
Active Transport Strategy	CEO Office	P		Draft Active Transport Strategy presented to Council	Community Consultation for draft Queenscliff Active Transport Strategy	Council to consider adoption of final Active Transport Study	\$40,000 allocated in 2021–22 budget
Notes							
<ul style="list-style-type: none"> If the Active Transport Strategy is adopted by Council an Implementation Plan may be developed in Q4 							
Murray Road	Infrastructure and Environment	P		Prepare Design Options	Consult	Finalise Design and prepare project for consideration in 2023 - 24 Budget process.	No budget allocation
Planning Scheme Amendment – Avenue of Honour (C37quen)	Planning and Community Safety	P	Preparation of amendments to the Queenscliffe Planning Scheme	Authorisation of proposed planning Scheme Amendment by Minister for Planning			Reserve balance of \$126,000 at 30 June 2022 for Queenscliffe Planning Scheme Review
Notes:							
<ul style="list-style-type: none"> Timing following submission of planning scheme amendment document for authorisation to Minister is unknown 							
Planning Scheme Amendment - State legislative changes (C39quen)	Planning and Community Safety	P	Preparation of amendments to the Queenscliffe Planning Scheme	Authorisation of proposed planning Scheme Amendment by Minister for Planning			Reserve balance of \$126,000 at 30 June 2022 for Queenscliffe Planning Scheme Review
Develop a new masterplan for Golithly Park	CEO Office	P	Develop project scope	Procure relevant consultants	Draft masterplan completed		No budget Allocation
Notes:							
<ul style="list-style-type: none"> Budget allocation to be determined following project scoping. 							

2022 – 23 Program activity

Actions in the Council Plan that will be integrated into annual work program. The funding allocation for each activity is included in an operational budget for that relevant program.

Action	Responsibility	Role
Asset Renewal Program	Infrastructure and Environment	P

Portfolio Budget - \$2,524,000 (excluding asset renewal expenditure of \$750,000 and priority capital project expenditure of \$2,864,000)

Community Vision

The actions listed above further the achievement of the following aspirations in the community vision:

- Protecting and celebrating Wadawurrung and Borough Heritage
- Supporting businesses and community prosperity

Portfolio 5: Governance and Finance

Strategic Objective: To provide a financially viable Council that is accountable, transparent and practices good governance

2022 – 23 Projects & Initiatives

Action	Responsibility	Role	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Budget
BoQ ICT transformation	Finance and Corporate Services	P	Complete phase 1 of ICT transformation – M365	Complete phase 1 of ICT transformation – EDRM		Start phase 2 of ICT transformation	Total implementation cost of \$542,000 over 3 to 4 years before any potential grant funding
Develop a Reconciliation Action Plan for the Borough as accredited by Reconciliation Australia	All teams	Pa		Draft Reconciliation Plan completed			\$20,000 (50% grant)
Establish and embed with the overall record management process a proper system for physical file storage, retrieval and disposal	Finance and Corporate Services	P		In place and operational			Operational
Review CP003 – Community Engagement	CEO Office	P		Council to review Policy			Operational
Develop Project Management Policy	Councillors	P		Draft Policy prepared	Consult draft policy	Finalise and Adopt Policy	Operational

2022 – 23 Program activity

Actions in the Council Plan that will be integrated into annual work program. The funding allocation for each activity is included in an operational budget for that relevant program.

Action	Responsibility	Role
Transition, where appropriate, from an externally provided internal audit process to an in-house internal audit process overseen by the Audit and Risk Committee	Finance and Corporate Services	P

Portfolio Budget - \$3,199,000 (excluding depreciation expenses)

Community Vision

The actions listed above further the achievement of the following aspirations in the community vision:

- Encouraging an inclusive and engaged community

Note

Priority 1 within this portfolio ('Maintain and build the financial sustainability of the Borough') includes actions that relate directly to the financial management of Council and are used as tools to ensure financial sustainability. These actions underpin the day-to-day work of Council and will be reported through the quarterly financial reports, these actions are:

- Achieve consistent operation results
- Maintain sufficient working capital to meet debt obligations
- Allocate adequate funding to new capital in order to replace assets and infrastructures as they reach the end of their service life
- Apply loan funding to new capital and maintain total borrowings in line with rate income and the growth of the municipality
- Maintain sufficient cash to ensure ongoing liquidity and address unforeseen cash imposts if required
- Generate sufficient revenue from rates plus fees and charges to ensure consistent funding for new and renewal capital