



## **Appendix 6b**

### **16.4 Draft Council Plan 2021-2025**

*Council Plan Appendices*

# **Ordinary Meeting of Council**

Wednesday 22 September 2021 at 7:00pm

Via Videoconference (Zoom)

# Appendix A

## Health and wellbeing data



**Borough of Queenscliffe**  
Queenscliff & Point Lonsdale, Victoria, Australia

## Appendix A - Health and Wellbeing Data

### Key Stats G21 Regional Profile

Measure	Queenscliff/Point Lonsdale	Victoria
<b>Population</b>		
Median Age	60 years	37
% Population aged 65 years or older	40.4%	15.6%
<b>Crime and Safety</b>		
Family Violence incidents per 100,000 population	268	1165
Perception of safety at night	78.1%	55.1%
<b>Health</b>		
Excellent/Very Good Self Health Reported	66%	40.2%
Current smoker daily and occasional*	0.6%	12.4%
Increased lifetime risk of alcohol related harm males *	89.7%	69%
Increased lifetime risk of alcohol related harm females*	71.8	50.6%
Increased risk of injury from a single occasion of drinking males*	55.5	54.3
Increased risk of injury from a single occasion of drinking females*	57.6	33.2%
Consumes alcohol at risky or high risk levels in the short term	59.9%	42.5%
Consumes alcohol at risky or high risk levels in the long term	80.1	59.2%
Obese males	21.3%	20.4%
Doctor diagnosed anxiety or depression females*	46.4%	18.8%
Doctor diagnosed anxiety or depression males*	7.7%	11.4%
<b>Emergency Health Response</b>		
Ambulance calls outs for acute matters PER 1000 population	24.1	27.7
Emergency department presentation per 1000 persons	198	263
<b>Healthy Eating</b>		
Complied with the NHMRC fruit consumption guidelines females*	46.8%	44.4
Complied with the NHMRC fruit consumption guidelines males*	31.5	39.3
<b>Physical Activity</b>		
Met physical activity guidelines females*	49.5%	48.7%
Met physical activity guidelines males*	65%	53%

## Victorian Population Health Survey Data

### Chronic Diseases Victorian

Measure	Queenscliff/Point Lonsdale %	Victoria %
Incidence of heart disease	6.6	7.1
Incidence of stroke	2.6	2.3
Incidence of cancer	9	7.6
Incidence of osteoporosis	4.4	6.4
Incidences of arthritis	17	20.9
Incidence of anxiety or depression	22.2	24.8
Sought help for mental health issues	23	16
Type 2 diabetes	1.9	5.7

### Mental Health

Measure	Queenscliff/Point Lonsdale %	Victoria %
Social Health Atlas reported mental and behavioral problems in males per 100 of the population	11.4	12
Social Health Atlas reported mental and behavioral problems in females per 100 of the population	13.5	16
Measures of physiological stress	2.7	12.6
Suicides or self-inflicted injuries in the 2010 to 2014 period per 100,000 population	0	12.4

### Social Connectedness

Measure	Queenscliff/Point Lonsdale %	Victoria %
Volunteering rates	37.9%	20.8

### Socio Economic Status

Measure	Queenscliff/Point Lonsdale %	Victoria %
Unemployment rates	3.1	5.4

### Access to Services and Disabilities

Measure	Queenscliff/Point Lonsdale %	Victoria %
GP provision per 1000 persons	3.34	1.21
Those receiving the disability support pension – March 2018	3.6%	4.7%

**Victorian Population Health Survey 2019**

<https://www.bettersafecare.vic.gov.au/reports-and-publications/vphs2019>

**Victorian Population Health Survey 2017**

<https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2017>

**G21 Region Profile**

[http://g21.com.au/wp-content/uploads/2020/08/g21\\_region\\_profile\\_web.pdf](http://g21.com.au/wp-content/uploads/2020/08/g21_region_profile_web.pdf)

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# Appendix B

## Strategic Resource Plan and Financial Plan



**Borough of Queenscliffe**  
Queenscliff & Point Lonsdale, Victoria, Australia



# Financial Plan 2021-22 to 2030-31

<b>Contents</b>	<b>Page</b>
<b>INTRODUCTION</b>	<b>3</b>
1.1 Financial Plan	3
1.2 Strategic Planning Principles	3
1.3 Financial Management Principles	3
1.4 Legislative Requirements	4
1.5 Service Performance Principles	4
1.6 Asset Plan Integration	5
<b>FINANCIAL PLAN CONTEXT</b>	<b>6</b>
2.1 Financial Policy Statement (Financial Sustainability Indicators)	6
2.2 Strategic Actions	7
2.3 Assumptions to the Financial Plan Statements	7
2.4 Financial Risk	9
<b>FINANCIAL SNAPSHOT</b>	<b>10</b>
<b>FINANCIAL STATEMENTS</b>	<b>13</b>
3.1 Comprehensive Income Statement	13
3.2 Balance Sheet	14
3.3 Statement of Changes in Equity	15
3.4 Statement of Cash Flows	16
3.5 Statement of Capital Works	17
3.6 Statement of Human Resources	18
3.6 Planned Human Resource Expenditure	21
<b>FINANCIAL PERFORMANCE INDICATORS</b>	<b>24</b>
<b>STRATEGIES AND PLANS</b>	<b>26</b>
5.1 Borrowing Strategy	26
5.2 Reserves Strategy	26
5.3 Revenue and Rating Plan	31
5.4 Waste Management Strategy	31
5.5 Workforce Plan	31



## Introduction

### 1.1 Financial Plan

The Local Government Act 2020 has introduced a requirement for Council to prepare a 10 year Financial Plan. The Financial Plan provides a strategic overview of the financial resources available to Council over next 10 years and sets out how the resources will be used to implement the actions of the Council Plan and achieve the Community Vision.

The purpose of the Financial Plan is to provide stability, predictability and establish a framework for the effective mitigation and management of strategic financial risk. Importantly, the Plan should show how the viability and financial sustainability of Council will be achieved and maintained over the 10-year period.

### 1.2 Strategic Planning Principles

The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting;
- Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision;
- The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision;
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 2.4 below;
- The Financial Plan provides for the strategic planning principles of progress monitoring and reviews to identify and adapt to changing circumstances.

### 1.3 Financial Management Principles

Council manages significant funds on behalf of its community. The responsible management of these finances is essential in order for Council to continue meeting its legislative responsibilities and to keep providing services and facilities needed by the community.

Section 101 of the Local Government Act 2020 provides four principles of sound financial management, which all councils are required to implement within their financial planning and reporting frameworks. They are:

- Revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with Council's financial policies and strategic plans;
- Financial risks must be monitored and managed prudently, having regard to economic circumstances;
- Financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community;
- Accounts and records that explain the financial operations and financial position of the Council must be kept.

For the purposes of the financial management principles, financial risk includes any risk relating to the following;

- the financial viability of the Council;
- the management of current and future liabilities of the Council;

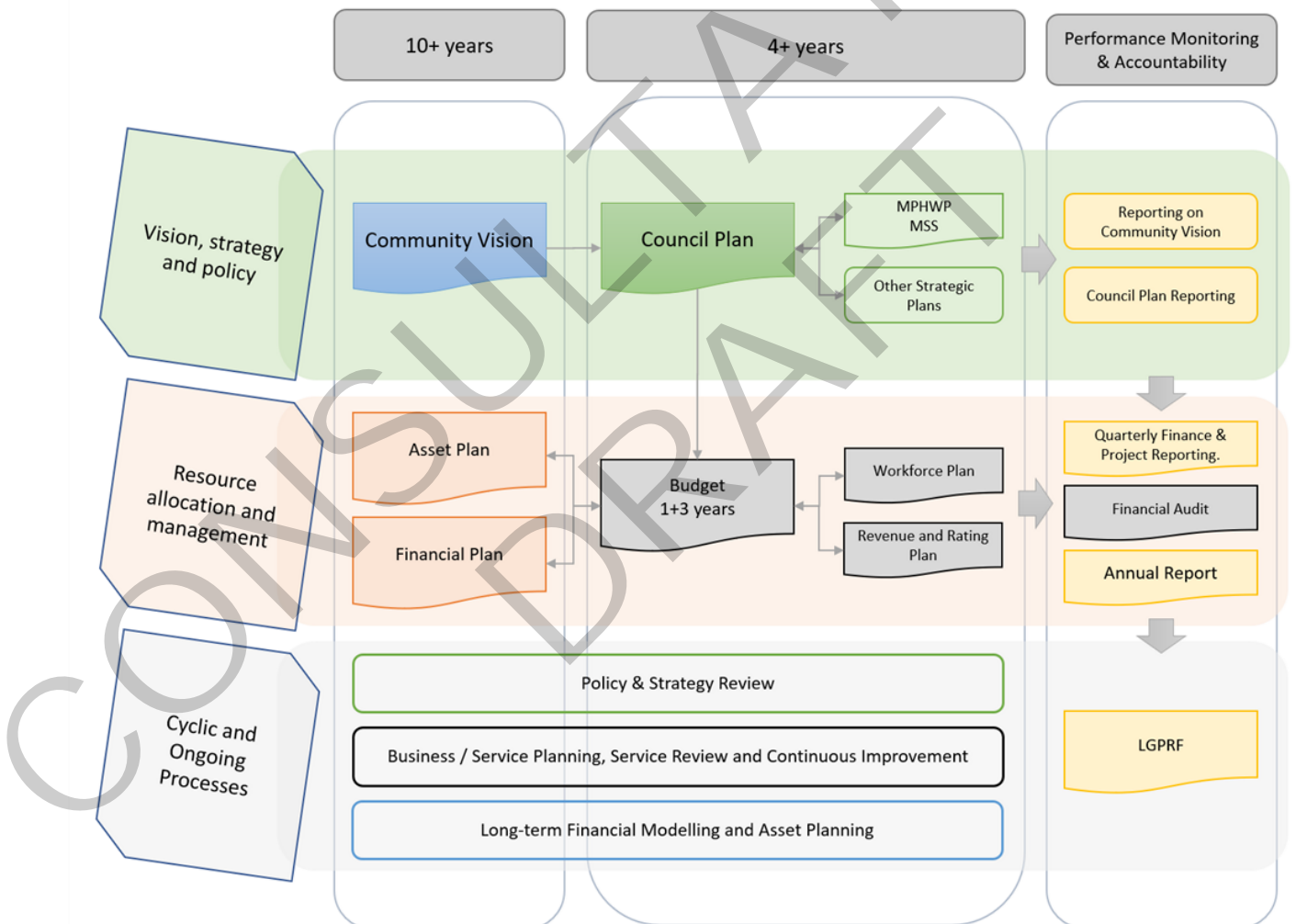
- the beneficial enterprises of the Council.

The Financial Plan provides a strategic overview of the financial resources available to Council over next 10 years and sets out how the resources will be used to implement the actions of the Council Plan and achieve the Community Vision.

### 1.4 Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides Borough of Queenscliffe in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework.



Source: Department of Jobs, Precincts and Regions

### 1.5 Service Performance Principles

Council services are designed to have purpose, targeted to community needs and to provide value for money. The service performance principles are listed below:

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded;
- Services are accessible to the relevant users within the community;
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services;
- Council has a performance monitoring framework to continuously improve its service delivery standards;
- Council has a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

## 1.6 Asset Plan Integration

Reciprocal interaction between the Asset Plan and the Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the communities benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

Council is in the process of reviewing its Asset Plan in line with the requirements of the Local Government Act 2020.

Asset renewal demand projections included in this Financial Plan generally follows the expenditure identified in the following asset management documents:

- Roads expenditure follows the recommendations in the 2019 road condition and renewal modelling report;
- Buildings expenditure follows the 2018 building condition assessment modelling report;
- Storm water drainage follows the 2019 asset management plan;
- Open space follows the 2019 open space asset management plan in combination with the playground strategy.

The current Asset Plan does not cover all asset categories managed by Council. However, the new Asset Plan will cover all asset categories and once completed the Financial Plan will be reviewed and updated.

## Financial Plan Context

### 2.1 Financial Policy Statement (Financial Sustainability Indicators)

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	BoQ Target	Comment
Consistent operating results.	Adjusted underlying result (excluding one-off operating income and expenses)	greater than \$0	Adjusted for the timing of recurring operating grants, one-off operating projects (including operating grants if applicable), assets write-offs and any other non-recurrent transactions.
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	The value of our current assets divided by our current liabilities	greater than 1	Non-current assets classified as held for sale
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	The percentage of our current liabilities as a proportion of our unrestricted cash reserves (based on the remaining maturity)	greater than 100%	Cash and cash equivalents include all items at call and short-term deposits with remaining maturity of less than three months
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	The percentage of our total borrowings as a proportion of our rate revenue	less than 15%	Council policy: CP040 Borrowings
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	The financial investment in asset renewal and upgrade expenses divided by the cost of depreciation (based on a three years rolling average)	greater than 100%	Three years rolling average taking into the dependency on external funding for major capital projects
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital	Council's contribution to asset renewal and upgrade expenses as a percentage of Own Source Revenue	greater than 10%	Based on the net contribution from the Council for asset renewal and upgrade work

## 2.2 Strategic Actions

Council has identified the following strategic actions that will support the aspirations of the Council Plan.

The Financial Plan has been developed based on these strategic actions.

- Prioritise capital expenditure for investment in renewal capital to reduce the escalating risk and maintenance of aging infrastructure;
- Avoid or minimise capital projects that will create new assets resulting in additional asset renewal requirements in the future;
- Only applying proceeds from asset sales to invest in projects that will generate additional revenue streams;
- Debt funding to be applied only to projects that will generate additional revenue streams;
- Additional funding to address climate change.
- Manage salaries and wages growth in line with the rate cap;
- Emphasis on innovation, productivity and efficiencies that lead to reduced costs or the minimisation of waste and duplication;
- Maintaining current service levels until Council complete a full review of its service delivery programs.

## 2.3 Assumptions to the Financial Plan Statements

The Financial Plan will be updated annually as a part of the annual budget process following a review of internal financial results and changes in the external environment. The financial information used for 2021-22 (the base year) is based on the 2021-22 financial budget.

The following table provides a detailed explanation of planning assumptions. The Financial Plan outcomes are disclosed in the Financial Statements section.

Key Elements	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-21
<b>Consumer Price Index (CPI)</b>	1.75	2.00	2.25	2.25	2.25	2.25	2.25	2.25	2.25
	Based on the macroeconomic indicators - Department of Treasury and Finance.								
<b>Rates cap - ESC recommended methodology</b>	1.75	2.00	2.25	2.25	2.25	2.25	2.25	2.25	2.25
	There remains some uncertainty regarding the level of the rates cap in future years. For the purposes of the Financial Plan, Council has linked rates cap to CPI forecast.								
<b>Growth in the rate base</b>	0.45	0.65	0.20	0.05	0.05	0.05	0.05	0.05	0.05
	No material growth in population is expected for the next 10 years. Predominantly, BoQ has a stagnated rate base. Have factored in potential property developments based on the development applications are being considered.								
<b>User fees and charges - Tourist parks income</b>	5.00	3.00	2.25	2.25	2.25	2.25	2.25	2.25	2.25
	Income from tourist parks to return to pre-COVID levels (2018-19) in the base year. In minimum pre-COVID occupancy levels to be achieved in 2022-23 resulting in 5%+ growth in revenue. Revenue to grow at least in line with CPI from the year 2024-25 onwards.								



Key Elements	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-21
<b>User fees and charges - Others</b>	Other user fees and charges are linked to the CPI.								
<b>Interest income</b>	1.0	2.0	2.0	2.4	2.4	2.4	2.4	2.4	2.4
	Council expects interest rates to rise closer to pre-COVID levels by the year 2025-26.								
<b>Government Grants</b>	Ongoing grants are steady with CPI indexation. Capital grants are estimated based on funding requirements of major capital renewal/upgrade projects. No operating grant from Better Boating Victoria is factored in after the financial year 2021-22.								
<b>Employee costs</b>	2.5	2.5	2.75	2.75	2.25	2.25	2.25	2.25	2.25
	The current Enterprise Agreement ends in the financial year 2021-22. The Plan assumes EA linking to rates cap subject to a minimum increase of 2% as in the current EA. No increase in staff numbers is projected during this planning period. (reduction in headcount in 2022/23 and 2023/24 due to expiry of fixed-term contracts)								
<b>Insurance</b>	3.0	3.5	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Insurance premium is predominantly influenced by the performance of the overall insurance industry. Financial Plan is based on historical increases and assuming hard market conditions to continue.								
<b>Other operating cost</b>	0.00	0.00	2.25	2.25	2.25	2.25	2.25	2.25	2.25
	BoQ expects initiatives started in the year 2021-22 to enhance the productivity and efficiencies which will lead to maintaining other operating expenses at the base year level for the next two years. Expenses to grow in line with the CPI thereafter.								
<b>Borrowing</b>	Zero borrowings, new borrowing if any in the future only for projects that will generate additional revenue streams.								
<b>Waste management cost/charges</b>	4.20	3.90	2.60	-9.70	2.25	2.25	2.25	2.25	2.25
	Continue with the full cost recovery strategy. The increase in cost/charges due the implementation of FOGO and glass collection services. Thereafter steady with CPI indexation. Cost associated with the roll out of FOGO and glass services to be recovered over a period of 4 years. (refer to the note below for various assumptions used)								
<b>Capital projects</b>	Prioritised renewal and upgrade work. The exact scope and timing of capital projects will be finalised after community consultations as appropriate.								
<b>Asset sales/proceeds</b>	No new property sale is planned except for the annual replacement of motor vehicles. Have not identified investment opportunities for proceeds from the sale of Murray Road land in this Plan. The Financial Plan will be updated during the next review cycle.								

*Note to waste management cost/charges assumptions:*

The following assumptions have been used in determining waste management cost;

- The kerbside transition plan will be implemented with Food Organics Garden Organics (FOGO) collection operational for the full year in 2022-23. The glass collection service will be operational in 2023-24;
- Diversion of 80% of the organics in the waste bin to the FOGO service will be achieved;
- A 20% increase of garden organics collected due to an increased frequency of collection;
- State Government Landfill Levy will increase by only CPI from 2023-24 onward;
- Diversion of 80% of glass from the comingled recycling bin to the new glass service is achieved from 2023-24 onward;
- Kerbside material disposal and processing costs are based on historic volumes and 2018 waste audits;
- Impacts of a Container Deposit Scheme (CDS) have not been incorporated into this Plan. A review will be undertaken when details of the CDS are finalised.

## 2.4 Financial Risk

There are many financial risks that Council must mitigate to remain financially sustainable. One of the most significant financial risks is the impact of rate capping. Our sound financial position - zero debt and a healthy reserve balance - will enable Council to respond to these financial risks over the 10-year period. The following table highlights the financial risks and their impact to Council.

Risk	Level of Risk	Mitigation
Impacts of COVID-19 (immediate, medium and long term)	Medium	The development of current and future budgets has been modelled and assumptions are constantly reviewed. Active monitoring of financial performance.
Failure to close asset management gap	Medium	Monitor and seek new grants opportunities for renewal and upgrade work. Development of a comprehensive asset plan in line with the LG Act 2020, covering all assets categories.
Lower rate cap (lower than CPI)	Medium	Financial levers adjusted to ensure Council is financially sustainable. Service reviews if required.
EBA outcomes could be greater than CPI	Medium	EBA to link with CPI and any upward deviation to be subjected to efficiencies in operational expenses elsewhere.
Caravan Park revenue downturn	Medium	Review of caravan park operations for a more effective and efficient management model. Additional investments in caravan parks to enhance revenue potential.
Not realising full benefits of current initiatives to achieve efficiency improvements (new organisational structure, new corporate system)	Medium	Implement proper governance framework including progress tracking framework with report to Council and Executive team.
Future unfunded defined benefits superannuation call occurring	Low	Monitors the Vested Benefits index on a quarterly basis to avoid material shortfall calls. Maintain a separate reserve to manage any potential impact.

## Financial snapshot

Our decision-making reflects principles of sound financial management. This Financial Plan assesses our financial performance using key financial indicators specified in the Council Plan. Refer to the Financial Policy Statement section (2.1) for more details about the indicators used to assess the financial outcome of the Borough over the planning period covered in this Financial Plan.

### Cash surplus/deficit

This is a measure of the cash inflows from all sources of revenue and the cash outflows for all expenditure (capital and operating expenditure). The Financial Plan presents a balanced budget over the 10-year horizon.

### Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives, the underlying result is calculated by deducting non-recurrent capital funding (grants and contributions) from the operating surplus/(deficit) for the year.

Further, Council excludes impact one-off transactions in calculating the adjusted underlying result as explained in the Financial Policy Statement section (2.1).

Council is projecting a modest underlying surplus for each year from the year 2023-24 onwards. Council expects to benefit from the various initiatives started in the year 2021-22 to enhance the productivity and efficiencies of Council operations.

An increase in depreciation expenses due to the new Queenscliffe Hub and the upgraded Queenscliff Boat Ramp has resulted in an estimated underlying deficit for the 2022-23 financial year. The BoQ expects that the additional income from tourist parks and operational efficiencies will be sufficient enough to cover additional depreciation from the year 2023-24 onwards.

Council has been receiving an average annual operating grant of \$115,000 from Better Boating Victoria (BBV) as compensation for the loss of income from boat ramp parking fees. However, no grant income from BBV is factored into this Plan after the financial year 2021-22 as Council has not received any confirmation from BBV about the future grant arrangements.

### Working capital

This is a measure of current assets to current liabilities (our ability to pay existing liabilities that fall within the next 12 months). The Financial Plan expects this measure to stay well above 100 per cent over the 10-year horizon.

### Borrowings

No borrowings are planned over the 10-year horizon.

### Asset renewal and upgrade expenses

A ratio of 100 per cent or higher shows that spending on existing assets is moving at a faster rate than asset deterioration. The Financial Plan forecasts significant investment in existing assets over the next 10 years. Key asset renewal and upgrade projects considered over the 10-year horizon are listed below. However, only high-level cost estimates have been used in the Plan and the scope and timing of these projects are subject to community consultations and detailed feasibility assessments.

- Toch H toilet facilities renewal
- Weeroona pde toilet facilities renewal

- Princess park toilet facilities renewal
- New toilet facilities in Hesse street
- Royal park changing rooms upgrade
- Royal park oval upgrade
- New corporate system
- Paths and walking tracks (based on the active transport strategy)
- Convert to solar generation and install battery storage on council buildings
- Fast track transition of Council fleet to electric vehicles
- Restoration and upgrade of P1 hut at Point Lonsdale lighthouse reserve
- New skate and bike park
- Integrated storm water management plan (soak pit upgrade and ocean outfall improvements)
- Murray Road shared path
- Upgrade of town hall

#### Financial sustainability indicators - Council Plan

Indicator	Target	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	Average 10-year horizon
<b>Sustainable operating result</b>												
Our adjusted underlying result	> \$0	\$44	-\$154	\$13	\$24	\$20	\$95	\$111	\$91	\$80	\$88	\$41
<b>Working capital</b>												
Current assets vs current liabilities	> 1.0	3.02	3.62	3.25	3.39	3.20	3.25	3.47	3.54	3.52	3.75	3.40
Level of unrestricted cash reserve against current liabilities	> 100%	136%	114%	93%	104%	93%	91%	113%	132%	141%	161%	118%
<b>Borrowings</b>												
Total borrowings against rate revenue	< 15%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Commitment for asset renewals</b>												
Asset renewal and upgrade expenses against depreciation	> 100%	263%	290%	283%	142%	163%	139%	114%	103%	119%	125%	174%
Council's contribution to asset renewal and upgrade	> 10%	42%	17%	17%	13%	15%	14%	10%	10%	12%	10%	16%

As per the above financial sustainability indicators, overall, Council's financial plan 2021-31 satisfies financial sustainability indicators specified in the Council Plan, subject to the planning assumptions detailed in section 2.3.

## Crown land management

The Borough is a small coastal town, and except for very few assets, all buildings and infrastructure assets including roads, used to provide various services to the community are located or built on Crown land.

Based on the value of land Council manages, 60% is Crown land and 17% is Land under roads. Only 23% of the land is owned freehold by the Borough.

Council is aware of the risk of the dependency on income from caravan parks (all caravan parks are situated on Crown land except for parts of Golightly Park). The council mitigates this risk by ensuring that the current operating model is financially sustainable.

Council's current record-keeping and accounting systems are not designed to separate the expenditure associated with Crown land and other land types. . However, indicative values provided below satisfy the requirement that revenue generated from Crown land is applied in full to meet expenditure requirements for managing Crown land.

Description	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
<b>Net contribution from Crown land</b>										
Surplus projected from tourist parks	807	887	929	947	967	988	1,009	1,032	1,055	1,077
Lease income projected from Crown Land properties	148	151	154	157	161	164	168	172	176	180
<b>Net contribution from Crown land</b>	<b>955</b>	<b>1,038</b>	<b>1,083</b>	<b>1,104</b>	<b>1,128</b>	<b>1,153</b>	<b>1,177</b>	<b>1,204</b>	<b>1,231</b>	<b>1,256</b>
<b>Used to fund services in Crown land</b>										
Projected net expenditure on asset management and appearance of public places on Crown land	(783)	(785)	(788)	(805)	(824)	(842)	(861)	(881)	(900)	(921)
Net expenditure on coastal protection	(321)	(353)	(357)	(365)	(374)	(382)	(391)	(400)	(409)	(418)
<b>Net deficit funded via rates and operating grant</b>	<b>(148)</b>	<b>(100)</b>	<b>(62)</b>	<b>(66)</b>	<b>(70)</b>	<b>(72)</b>	<b>(75)</b>	<b>(76)</b>	<b>(78)</b>	<b>(82)</b>

Projected surplus from tourist parks includes income from the Golightly Park as well. Council's current financial system is not designed to record operating expenses of the Golightly park separately to ascertain the net contribution only from the Golightly park. However, if apportioned based on the gross income, a net contribution of \$162,000 can be attributable to the Golightly park for 2021-22.

Projected net expenditure on asset management and appearance of public places on Crown land does not include any asset renewal and upgrade expenditure. Projected net expenditure does not include any expenditure associated with road, drainage and footpath infrastructure.



## Financial statements

### 3.1 Comprehensive Income Statement

Comprehensive Income Statement	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	Budget									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>										
Rates and charges	7,946	8,144	8,376	8,583	8,627	8,825	9,027	9,234	9,446	9,663
Statutory fees and fines	132	134	137	140	143	146	149	153	156	160
User fees	1,977	2,068	2,127	2,175	2,224	2,274	2,326	2,378	2,431	2,486
Grants - operating	1,017	1,096	1,141	1,129	1,155	1,181	1,207	1,234	1,262	1,291
Grants - capital	6,495	0	1,021	990	990	165	165	728	1,165	603
Contributions - monetary - capital	35	0	0	0	0	0	0	0	0	0
Other income	268	285	353	358	389	394	400	406	411	417
<b>Total income</b>	<b>17,870</b>	<b>11,728</b>	<b>13,155</b>	<b>13,376</b>	<b>13,528</b>	<b>12,985</b>	<b>13,274</b>	<b>14,132</b>	<b>14,872</b>	<b>14,619</b>
<b>Expenses</b>										
Employee costs	4,873	4,955	5,015	5,153	5,294	5,413	5,535	5,660	5,787	5,917
Materials and services	5,733	5,386	5,331	5,254	5,405	5,476	5,626	5,755	5,897	6,026
Depreciation	1,373	1,456	1,474	1,507	1,512	1,522	1,515	1,569	1,605	1,638
Bad and doubtful debts	3	3	3	3	3	3	3	3	3	3
Borrowing costs	0	0	0	0	0	0	0	0	0	0
Other expenses	325	326	328	335	343	351	359	367	375	384
<b>Total expenses</b>	<b>12,307</b>	<b>12,126</b>	<b>12,151</b>	<b>12,252</b>	<b>12,557</b>	<b>12,765</b>	<b>13,038</b>	<b>13,354</b>	<b>13,667</b>	<b>13,968</b>
<b>Surplus / (deficit) for the year</b>	<b>5,563</b>	<b>(399)</b>	<b>1,004</b>	<b>1,124</b>	<b>970</b>	<b>220</b>	<b>236</b>	<b>778</b>	<b>1,205</b>	<b>651</b>
<b>Other comprehensive income</b>										
Net asset revaluation increment / (decrement)	0	0	0	0	0	0	0	0	0	0
<b>Total comprehensive result</b>	<b>5,563</b>	<b>(399)</b>	<b>1,004</b>	<b>1,124</b>	<b>970</b>	<b>220</b>	<b>236</b>	<b>778</b>	<b>1,205</b>	<b>651</b>

### 3.2 Balance Sheet

Balance Sheet	2021-22 Budget	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>										
<b>Current assets</b>										
Cash and cash equivalents	6,774	5,140	4,881	5,057	4,903	4,818	5,250	5,755	6,088	6,486
Other financial assets	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Trade and other receivables	330	330	330	330	330	330	330	330	330	330
Inventories	4	4	4	4	4	4	4	4	4	4
Other assets	225	225	225	225	225	225	225	225	225	225
<b>Total current assets</b>	<b>8,333</b>	<b>6,699</b>	<b>6,440</b>	<b>6,616</b>	<b>6,463</b>	<b>6,377</b>	<b>6,809</b>	<b>7,314</b>	<b>7,647</b>	<b>8,045</b>
<b>Non-current assets</b>										
Investments in associates	240	240	240	240	240	240	240	240	240	240
Property, infrastructure, plant and equipment	145,073	145,399	146,794	147,719	148,916	149,166	148,971	149,353	150,336	150,563
<b>Total non-current assets</b>	<b>145,313</b>	<b>145,638</b>	<b>147,034</b>	<b>147,959</b>	<b>149,156</b>	<b>149,406</b>	<b>149,211</b>	<b>149,593</b>	<b>150,576</b>	<b>150,803</b>
<b>Total assets</b>	<b>153,646</b>	<b>152,337</b>	<b>153,474</b>	<b>154,575</b>	<b>155,618</b>	<b>155,783</b>	<b>156,021</b>	<b>156,907</b>	<b>158,223</b>	<b>158,848</b>
<b>Liabilities</b>										
<b>Current liabilities</b>										
Trade and other payables	1,688	751	857	805	849	763	734	810	889	831
Trust funds and deposits	16	16	16	16	16	16	16	16	16	16
Provisions	976	1,001	1,026	1,051	1,078	1,105	1,132	1,160	1,189	1,219
Other liabilities	80	80	80	80	80	80	80	80	80	80
<b>Total current liabilities</b>	<b>2,761</b>	<b>1,848</b>	<b>1,979</b>	<b>1,953</b>	<b>2,022</b>	<b>1,964</b>	<b>1,962</b>	<b>2,067</b>	<b>2,175</b>	<b>2,146</b>
<b>Non-current liabilities</b>										
Provisions	109	111	114	117	120	123	126	129	132	136
<b>Total non-current liabilities</b>	<b>109</b>	<b>111</b>	<b>114</b>	<b>117</b>	<b>120</b>	<b>123</b>	<b>126</b>	<b>129</b>	<b>132</b>	<b>136</b>
<b>Total liabilities</b>	<b>2,870</b>	<b>1,960</b>	<b>2,093</b>	<b>2,070</b>	<b>2,142</b>	<b>2,087</b>	<b>2,088</b>	<b>2,196</b>	<b>2,307</b>	<b>2,282</b>
<b>Net assets</b>	<b>150,776</b>	<b>150,377</b>	<b>151,381</b>	<b>152,505</b>	<b>153,476</b>	<b>153,696</b>	<b>153,933</b>	<b>154,711</b>	<b>155,916</b>	<b>156,566</b>
<b>Equity</b>										
Accumulated surplus	101,819	102,147	103,546	104,474	105,674	105,927	105,735	106,120	107,106	107,336
Revaluation Reserve	43,498	43,498	43,498	43,498	43,498	43,498	43,498	43,498	43,498	43,498
Other reserves	5,459	4,732	4,337	4,533	4,304	4,271	4,699	5,092	5,311	5,732
<b>Total equity</b>	<b>150,776</b>	<b>150,377</b>	<b>151,381</b>	<b>152,505</b>	<b>153,476</b>	<b>153,696</b>	<b>153,933</b>	<b>154,711</b>	<b>155,915</b>	<b>156,566</b>

### 3.3 Statement of Changes in Equity

Statement of Changes in Equity	2021-22 Budget	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Accumulated Surplus</b>										
<b>Opening Balance 1st July</b>	<b>92,702</b>	<b>101,819</b>	<b>102,147</b>	<b>103,546</b>	<b>104,474</b>	<b>105,674</b>	<b>105,927</b>	<b>105,735</b>	<b>106,120</b>	<b>107,106</b>
Adjustment on change in accounting policy										
Surplus / (deficit) for the year	5,563	(399)	1,004	1,124	970	220	236	778	1,205	651
Transfer to other reserves	(63)	(48)	0	(196)	0	0	(428)	(393)	(219)	(421)
Transfer from other reserves	3,616	776	395	0	229	33	0	0	0	0
<b>Closing Balance 30th June</b>	<b>101,819</b>	<b>102,147</b>	<b>103,546</b>	<b>104,474</b>	<b>105,674</b>	<b>105,927</b>	<b>105,735</b>	<b>106,120</b>	<b>107,106</b>	<b>107,336</b>
<b>Revaluation Reserve</b>										
<b>Opening Balance 1st July</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>
Net asset revaluation increment/(decrement)	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance 30th June</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>	<b>43,498</b>
<b>Other Reserves</b>										
<b>Opening Balance 1st July</b>	<b>9,013</b>	<b>5,459</b>	<b>4,732</b>	<b>4,337</b>	<b>4,533</b>	<b>4,304</b>	<b>4,271</b>	<b>4,699</b>	<b>5,092</b>	<b>5,311</b>
Transfer to other reserves	63	48	0	196	0	0	428	393	219	421
Transfer from other reserves	(3,616)	(776)	(395)	0	(229)	(33)	0	0	0	0
<b>Closing Balance 30th June</b>	<b>5,459</b>	<b>4,732</b>	<b>4,337</b>	<b>4,533</b>	<b>4,304</b>	<b>4,271</b>	<b>4,699</b>	<b>5,092</b>	<b>5,311</b>	<b>5,732</b>
<b>Total Equity</b>										
<b>Opening Balance 1st July</b>	<b>145,213</b>	<b>150,776</b>	<b>150,377</b>	<b>151,381</b>	<b>152,505</b>	<b>153,476</b>	<b>153,696</b>	<b>153,933</b>	<b>154,711</b>	<b>155,915</b>
Surplus / (deficit) for the year	5,563	(399)	1,004	1,124	970	220	236	778	1,205	651
<b>Closing Balance 30th June</b>	<b>150,776</b>	<b>150,377</b>	<b>151,381</b>	<b>152,505</b>	<b>153,476</b>	<b>153,696</b>	<b>153,933</b>	<b>154,711</b>	<b>155,915</b>	<b>156,566</b>

### 3.4 Statement of Cash Flows

Statement of Cash Flows	2021-22 Budget \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Cash flows from operating activities</b>										
<b>Receipts</b>										
Rates and charges	7,946	8,144	8,376	8,583	8,627	8,825	9,027	9,234	9,446	9,663
Statutory fees and fines	132	134	137	140	143	146	149	153	156	160
User fees	1,977	2,068	2,127	2,175	2,224	2,274	2,326	2,378	2,431	2,486
Grants - Operating	1,017	1,096	1,141	1,129	1,155	1,181	1,207	1,234	1,262	1,291
Grants - Capital	6,495	0	1,021	990	990	165	165	728	1,165	603
Interest received	50	63	125	125	151	151	151	151	151	151
Other receipts	218	223	227	233	238	244	249	255	261	267
<b>Total receipts</b>	<b>17,870</b>	<b>11,728</b>	<b>13,155</b>	<b>13,376</b>	<b>13,528</b>	<b>12,985</b>	<b>13,274</b>	<b>14,132</b>	<b>14,872</b>	<b>14,619</b>
<b>Payments</b>										
Employee costs	(4,846)	(4,928)	(4,987)	(5,124)	(5,265)	(5,383)	(5,504)	(5,628)	(5,755)	(5,884)
Materials and services	(5,733)	(5,400)	(5,315)	(5,240)	(5,368)	(5,446)	(5,588)	(5,719)	(5,859)	(5,989)
Short-term, low value and variable lease payments	(21)	(21)	(21)	(21)	(22)	(22)	(23)	(23)	(24)	(24)
Other payments	(332)	(326)	(328)	(335)	(342)	(350)	(358)	(366)	(374)	(383)
<b>Total payments</b>	<b>(10,932)</b>	<b>(10,675)</b>	<b>(10,651)</b>	<b>(10,720)</b>	<b>(10,997)</b>	<b>(11,202)</b>	<b>(11,473)</b>	<b>(11,736)</b>	<b>(12,012)</b>	<b>(12,280)</b>
<b>Net cash provided by operating activities</b>	<b>6,938</b>	<b>1,053</b>	<b>2,503</b>	<b>2,656</b>	<b>2,531</b>	<b>1,783</b>	<b>1,801</b>	<b>2,396</b>	<b>2,860</b>	<b>2,339</b>
<b>Cash flows from investing activities</b>										
Payments for property, infrastructure, plant and equipment	(10,234)	(2,705)	(2,799)	(2,506)	(2,710)	(1,895)	(1,396)	(1,919)	(2,556)	(1,969)
Proceeds from sale of property, infrastructure, plant and equipment	27	18	37	26	26	27	27	28	29	29
<b>Net cash provided by / (used in) investing activities</b>	<b>(10,206)</b>	<b>(2,687)</b>	<b>(2,762)</b>	<b>(2,480)</b>	<b>(2,684)</b>	<b>(1,869)</b>	<b>(1,369)</b>	<b>(1,891)</b>	<b>(2,528)</b>	<b>(1,940)</b>
<b>Cash flows from financing activities</b>										
<b>Net cash provided by / (used in) financing activities</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>0</b>	<b>0</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>(3,268)</b>	<b>(1,634)</b>	<b>(259)</b>	<b>176</b>	<b>(153)</b>	<b>(85)</b>	<b>432</b>	<b>505</b>	<b>333</b>	<b>399</b>
Cash and cash equivalents at the beginning of the financial year	10,042	6,774	5,140	4,881	5,057	4,903	4,818	5,250	5,755	6,088
<b>Cash and cash equivalents at the end of the financial year</b>	<b>6,774</b>	<b>5,140</b>	<b>4,881</b>	<b>5,057</b>	<b>4,903</b>	<b>4,818</b>	<b>5,250</b>	<b>5,755</b>	<b>6,088</b>	<b>6,486</b>

### 3.5 Statement of Capital Works

Statement of Capital Works	2021-22 Budget \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
<b>Property</b>										
Buildings	4,729	683	1,008	1,764	1,770	626	283	1,039	1,795	1,052
<b>Total buildings</b>	<b>4,729</b>	<b>683</b>	<b>1,008</b>	<b>1,764</b>	<b>1,770</b>	<b>626</b>	<b>283</b>	<b>1,039</b>	<b>1,795</b>	<b>1,052</b>
<b>Total property</b>	<b>4,729</b>	<b>683</b>	<b>1,008</b>	<b>1,764</b>	<b>1,770</b>	<b>626</b>	<b>283</b>	<b>1,039</b>	<b>1,795</b>	<b>1,052</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	119	280	208	162	133	173	270	163	168	174
Fixtures, fittings and furniture	5	5	5	5	5	5	6	6	6	6
Computers and telecommunications	201	237	86	47	48	49	50	51	52	54
<b>Total plant and equipment</b>	<b>325</b>	<b>522</b>	<b>299</b>	<b>215</b>	<b>186</b>	<b>227</b>	<b>326</b>	<b>220</b>	<b>226</b>	<b>234</b>
<b>Infrastructure</b>										
Roads	771	110	112	115	117	120	123	125	128	131
Footpaths and cycle ways	198	104	700	21	360	147	22	23	138	141
Drainage	174	200	102	154	107	229	141	114	117	119
Recreational, leisure and community facilities	823	97	99	102	104	357	359	362	114	117
Parks, open space and streetscapes	727	77	79	80	82	84	86	88	90	92
Other infrastructure	2,652	10	510	10	11	11	11	11	12	12
<b>Total infrastructure</b>	<b>5,770</b>	<b>598</b>	<b>1,603</b>	<b>482</b>	<b>781</b>	<b>948</b>	<b>743</b>	<b>723</b>	<b>598</b>	<b>611</b>
<b>Total capital works expenditure</b>	<b>10,825</b>	<b>1,802</b>	<b>2,910</b>	<b>2,461</b>	<b>2,737</b>	<b>1,802</b>	<b>1,351</b>	<b>1,982</b>	<b>2,620</b>	<b>1,897</b>
<b>Represented by:</b>										
New asset expenditure	2,579	530	268	80	420	207	82	83	199	201
Asset renewal expenditure	2,432	960	1,674	1,313	1,299	1,206	869	1,254	1,651	1,300
Asset upgrade expenditure	5,813	313	968	1,068	1,019	389	399	645	770	396
<b>Total capital works expenditure</b>	<b>10,825</b>	<b>1,802</b>	<b>2,910</b>	<b>2,461</b>	<b>2,737</b>	<b>1,802</b>	<b>1,351</b>	<b>1,982</b>	<b>2,620</b>	<b>1,897</b>



### 3.6 Statement of Human Resources

Staff Expenditure	2021-22 Budget	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total staff expenditure</b>										
Male	1,692	1,734	1,776	1,824	1,875	1,917	1,959	2,004	2,049	2,095
Female	2,615	2,680	2,747	2,823	2,901	2,966	3,033	3,101	3,171	3,242
Self-described gender	-	-	-	-	-	-	-	-	-	-
Casuals, temporary and other expenditure	566	541	492	505	519	531	543	555	567	580
Capitalised labour costs	111	114	117	120	123	126	129	132	135	138
<b>Total staff expenditure</b>	<b>4,984</b>	<b>5,069</b>	<b>5,132</b>	<b>5,272</b>	<b>5,417</b>	<b>5,539</b>	<b>5,663</b>	<b>5,792</b>	<b>5,922</b>	<b>6,055</b>
<b>Permanent full time</b>										
Male	1,519	1,557	1,594	1,637	1,683	1,720	1,759	1,799	1,839	1,880
Female	1,001	1,026	1,052	1,081	1,110	1,135	1,161	1,187	1,214	1,241
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2,520</b>	<b>2,583</b>	<b>2,646</b>	<b>2,718</b>	<b>2,793</b>	<b>2,856</b>	<b>2,920</b>	<b>2,986</b>	<b>3,053</b>	<b>3,121</b>
<b>Permanent part time</b>										
Male	173	177	182	187	192	196	201	205	210	214
Female	1,614	1,654	1,696	1,742	1,790	1,831	1,872	1,914	1,957	2,001
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1,787</b>	<b>1,832</b>	<b>1,877</b>	<b>1,929</b>	<b>1,982</b>	<b>2,027</b>	<b>2,072</b>	<b>2,119</b>	<b>2,167</b>	<b>2,215</b>

### 3.6 Statement of Human Resources – cont.

Staff Numbers	2021-22 Budget	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Total staff numbers</b>										
Male	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8
Female	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3
Self-described gender	-	-	-	-	-	-	-	-	-	-
Casuals and temporary staff	5.5	4.5	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9
Capitalised labour costs	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total staff numbers</b>	<b>46.6</b>	<b>45.6</b>	<b>45.0</b>	<b>45.0</b>	<b>45.0</b>	<b>45.0</b>	<b>45.0</b>	<b>45.0</b>	<b>45.0</b>	<b>45.0</b>
<b>Permanent full time</b>										
Male	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Female	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>
<b>Permanent part time</b>										
Male	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Female	17.3	17.3	17.3	17.3	17.3	17.3	17.3	17.3	17.3	17.3
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>	<b>19.1</b>
<b>Staff Head count</b>										
<b>Employees (head count including casual and temporary staff)</b>	<b>71.0</b>	<b>70.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>
<b>Total staff numbers</b>	<b>71.0</b>	<b>70.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>

### 3.6 Statement of Human Resources – cont.

Staff Expenditure Core Area Wise	Permanent Full Time				Permanent Part Time				Grand Total
	Male	Female	Self-described	Total	Male	Female	Self-described	Total	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Community Wellbeing	3,672	325	-	3,997	1,120	8,397	-	9,517	13,514
Environmental Sustainability	569	1,064	-	1,633	-	884	-	884	2,517
Local Economy	-	3,325	-	3,325	817	1,366	-	2,183	5,509
Planning and Heritage	2,250	2,676	-	4,926	-	1,455	-	1,455	6,382
Governance and Performance	10,496	3,818	-	14,314	-	5,968	-	5,968	20,281
<b>Total permanent staff expenditure</b>	<b>16,988</b>	<b>11,207</b>	<b>-</b>	<b>28,195</b>	<b>1,937</b>	<b>18,071</b>	<b>-</b>	<b>20,008</b>	<b>48,203</b>
Casuals, temporary and other expenditure									5,399
Capitalised labour costs									1,243
<b>Total staff</b>	<b>16,988</b>	<b>11,207</b>	<b>-</b>	<b>28,195</b>	<b>1,937</b>	<b>18,071</b>	<b>-</b>	<b>20,008</b>	<b>54,844</b>

### 3.6 Planned Human Resource Expenditure

Staff Expenditure Core Area Wise	2021-22 Budget	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Community Wellbeing</b>										
Permanent - Full time	357	366	375	385	396	405	414	423	433	443
Female	29	30	30	31	32	33	34	34	35	36
Male	328	336	345	354	364	372	380	389	398	407
Permanent - Part time	850	871	893	918	943	964	986	1,008	1,031	1,054
Female	750	769	788	810	832	851	870	889	909	930
Male	100	103	105	108	111	113	116	119	121	124
<b>Total Community Wellbeing</b>	<b>1,207</b>	<b>1,237</b>	<b>1,268</b>	<b>1,303</b>	<b>1,339</b>	<b>1,369</b>	<b>1,400</b>	<b>1,431</b>	<b>1,463</b>	<b>1,496</b>
<b>Environmental Sustainability</b>										
Permanent - Full time	151	154	157	160	162	165	167	170	172	175
Female	95	97	100	103	105	108	110	113	115	118
Male	56	57	57	57	57	57	57	57	57	57
Permanent - Part time	79	81	83	85	88	90	92	94	96	98
Female	79	81	83	85	88	90	92	94	96	98
Male	-	-	-	-	-	-	-	-	-	-
<b>Total Environmental Sustainability</b>	<b>230</b>	<b>235</b>	<b>240</b>	<b>245</b>	<b>250</b>	<b>254</b>	<b>259</b>	<b>263</b>	<b>268</b>	<b>273</b>
<b>Local Economy</b>										
Permanent - Full time	297	304	312	321	329	337	344	352	360	368
Female	297	304	312	321	329	337	344	352	360	368
Male	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	195	200	205	211	216	221	226	231	236	242
Female	122	125	128	132	135	138	141	145	148	151
Male	73	75	77	79	81	83	85	87	89	91
<b>Total Local Economy</b>	<b>492</b>	<b>504</b>	<b>517</b>	<b>531</b>	<b>546</b>	<b>558</b>	<b>571</b>	<b>583</b>	<b>597</b>	<b>610</b>

Staff Expenditure Core Area Wise	2021- 22 Budget	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Planning and Heritage</b>										
Permanent - Full time	440	451	462	475	488	499	510	522	533	545
Female	239	245	251	258	265	271	277	283	290	296
Male	201	206	211	217	223	228	233	238	244	249
Permanent - Part time	130	133	137	140	144	147	151	154	158	161
Female	130	133	137	140	144	147	151	154	158	161
Male	-	-	-	-	-	-	-	-	-	-
<b>Total Planning and Heritage</b>	<b>570</b>	<b>584</b>	<b>599</b>	<b>615</b>	<b>632</b>	<b>646</b>	<b>661</b>	<b>676</b>	<b>691</b>	<b>707</b>
<b>Governance and Performance</b>										
Permanent - Full time	1,275	1,307	1,340	1,377	1,417	1,450	1,484	1,519	1,554	1,590
Female	341	350	358	368	378	387	395	404	413	423
Male	934	957	981	1,009	1,039	1,063	1,088	1,115	1,141	1,168
Permanent - Part time	533	546	560	575	591	605	618	632	646	661
Female	533	546	560	575	591	605	618	632	646	661
Male	-	-	-	-	-	-	-	-	-	-
<b>Total Governance and Performance</b>	<b>1,808</b>	<b>1,853</b>	<b>1,900</b>	<b>1,953</b>	<b>2,008</b>	<b>2,055</b>	<b>2,102</b>	<b>2,151</b>	<b>2,201</b>	<b>2,251</b>
<b>Casuals, temporary and other expenditure</b>	<b>566</b>	<b>541</b>	<b>492</b>	<b>505</b>	<b>519</b>	<b>531</b>	<b>543</b>	<b>555</b>	<b>567</b>	<b>580</b>
<b>Capitalised labour costs</b>	<b>111</b>	<b>114</b>	<b>117</b>	<b>120</b>	<b>123</b>	<b>126</b>	<b>129</b>	<b>132</b>	<b>135</b>	<b>138</b>
<b>Total staff expenditure</b>	<b>4,984</b>	<b>5,069</b>	<b>5,132</b>	<b>5,272</b>	<b>5,417</b>	<b>5,539</b>	<b>5,663</b>	<b>5,792</b>	<b>5,922</b>	<b>6,055</b>



### 3.7 Planned Human Resource Expenditure – cont.

Staff Numbers Core Area Wise	2021-22 Budget	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Community Wellbeing</b>										
Permanent - Full time	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Female	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Male	3	3	3	3	3	3	3	3	3	3
Permanent - Part time	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1
Female	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
<b>Total Community Wellbeing</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>
<b>Environmental Sustainability</b>										
Permanent - Full time	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Female	1	1	1	1	1	1	1	1	1	1
Male	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Permanent - Part time	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Female	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Male	0	0	0	0	0	0	0	0	0	0
<b>Total Environmental Sustainability</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>	<b>2.3</b>
<b>Local Economy</b>										
Permanent - Full time	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Female	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Male	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Female	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Male	1	1	1	1	1	1	1	1	1	1
<b>Total Local Economy</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>
<b>Planning and Heritage</b>										
Permanent - Full time	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Female	2	2	2	2	2	2	2	2	2	2
Male	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Permanent - Part time	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Female	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Male	0	0	0	0	0	0	0	0	0	0
<b>Total Planning and Heritage</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>
<b>Governance and Performance</b>										
Permanent - Full time	10	10	10	10	10	10	10	10	10	10
Female	4	4	4	4	4	4	4	4	4	4
Male	6	6	6	6	6	6	6	6	6	6
Permanent - Part time	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4
Female	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4
Male	0	0	0	0	0	0	0	0	0	0
<b>Total Governance and Performance</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>	<b>15.4</b>
<b>Casuals and temporary staff</b>	<b>5.5</b>	<b>4.5</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>
<b>Capitalised labour</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total staff numbers</b>	<b>46.6</b>	<b>45.6</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>

## Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators specified in the Local Government Performance Reporting Framework (LGPRF). These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Note	Expected Range	2021-22 Budget	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Trend +/0/-
<b>Operating position</b>														
Adjusted underlying result	Adjusted underlying surplus or (deficit) / adjusted underlying revenue	1	-20% to 20%	<b>(8.5%)</b>	(3.4%)	(0.1%)	1.4%	0.2%	0.7%	0.8%	0.7%	0.6%	0.6%	+
<b>Liquidity</b>														
Working Capital	Current assets / current liabilities		100% to 400%	<b>301.8%</b>	362.4%	325.5%	338.8%	319.5%	324.8%	347.1%	353.8%	351.6%	374.9%	o
Unrestricted cash	Unrestricted cash / current liabilities		10% to 300%	<b>135.6%</b>	114.1%	93.5%	103.7%	92.6%	91.0%	113.1%	131.7%	140.5%	161.0%	+
<b>Obligations</b>														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue		0% to 70%	<b>0.0%</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0% to 20%	<b>0.0%</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		2% to 70%	<b>1.1%</b>	1.0%	1.0%	1.0%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	o
Asset renewal	Asset renewal and asset upgrade expenses / asset depreciation	2	40% to 130%	<b>600.7%</b>	87.4%	179.2%	158.0%	85.9%	79.2%	57.4%	79.9%	102.8%	79.3%	o
<b>Stability</b>														
Rates concentration	Rate revenue / adjusted underlying revenue		30% to 80%	<b>70.1%</b>	69.4%	69.0%	69.1%	68.6%	68.6%	68.7%	68.7%	68.7%	68.7%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.15% to 0.75%	<b>0.2%</b>	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.3%	o
<b>Efficiency</b>														
Expenditure level	Total expenses / number of property assessments	3	\$2,000 to \$5,000	<b>\$3,966</b>	\$3,908	\$3,916	\$3,948	\$4,047	\$4,114	\$4,202	\$4,304	\$4,405	\$4,502	-
Revenue level	General rate revenue / number of property assessments	4	\$700 to \$2,000	<b>\$2,186</b>	\$2,234	\$2,293	\$2,350	\$2,404	\$2,459	\$2,516	\$2,574	\$2,633	\$2,693	-

Key to Forecast Trend:

- “+” Forecasts improvement in Council’s financial performance / financial position indicator
- “O” Forecasts that Council’s financial performance / financial position indicator will be steady
- “-” Forecasts deterioration in Council’s financial performance / financial position indicator

Some of these indicators cannot be directly related to the financial sustainability indicators specified in the Council Plan. As detailed in section 2.1 of this Financial Plan, Council uses different measures for some of these indicators considering the scale and the nature of its operations.

Notes to indicators

1. Adjusted underlying result – This is an important measure of financial sustainability and an indicator of the operating result required to enable Council to continue to provide core services and meet its objectives.

An increase in depreciation expenses due to the new Queenscliffe Hub and the upgraded Queenscliff Boat Ramp together with one-off operating expenses included in the Financial Plan have resulted in projected underlying deficits for the 2022-23 and 2023-24 financial years. The additional income from tourist parks and operational efficiencies will eventually off-set the additional depreciation from the year 2024-25 onwards.

Council has been receiving an average annual operating grant of \$115,000 from Better Boating Victoria (BBV) as compensation for the loss of income from boat ramp parking fees. However, no grant income from BBV is factored into this Plan after the financial year 2021-22 as Council has not received any confirmation from BBV about the future grant arrangements.

2. Asset renewal – Though the asset renewal ratio is below 100% for some years during the 10-year planning horizon, Council will achieve above 100% asset renewal ratio for all years based on the 3-year rolling average as detailed in the “Financial Snapshot” section of this Plan.
3. Expenditure level – The majority of expenditure incurred by Queenscliffe is non-discretionary and part of managing the services expected of a local council. Given the very small and no-growth ratepayer base, this translates into a level of expenditure per property assessment which is higher than the outcome for most of the other local councils.
4. Revenue level – Rate revenue represents a high proportion of Queenscliffe's revenue. Given the very small and no-growth ratepayer base, this translates into a level of rate revenue per property assessment which is higher than the outcome for most of the other local councils.

## Strategies and Plans

### 5.1 Borrowing Strategy

Council policy CP040, Borrowings, establishes objectives and principles that outline when it is appropriate for Council to undertake borrowing.

<https://www.queenscliffe.vic.gov.au/files/assets/public/documents/your-council/policies/cp040-borrowings-adopted-170221.pdf>

Any new borrowings to be considered by Council will be used for:

- Investing in specific major infrastructure, which is inter-generational (long-term);
- Investing in projects which generate income; and/or
- Matching government grants for priority capital projects.

To ensure the overall sustainability of Council, total borrowings of Council will be subject to the following limits (ratios)

Indicator	Measure	BoQ target
Indebtedness (%)	Non-current liabilities / own sourced revenue	10% or less
Loans and borrowings compared to rates (%)	Interest bearing loans and borrowings / Rate revenue	15% or less
Loans and borrowings repayments compared to rates	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	2% or less

No new borrowings are planned during the 10-year planning horizon covered in this Plan.

### 5.2 Reserves Strategy

Council policy CP039, Discretionary Reserves, provides for responsible financial management of general revenue allocations for specific reserves, as well as tied government grants and community contributions that have not been utilised in the year of receipt.

<https://www.queenscliffe.vic.gov.au/files/assets/public/documents/your-council/policies/cp039-discretionary-reserves-adopted-170221.pdf>

The Borough of Queenscliffe holds a range of discretionary reserves within Equity on its Balance Sheet.

#### Carry forward reserves

The bulk of funds held in discretionary reserves each financial year is with respect to operating and capital projects to be carried forward for completion in future years.

#### Asset replacement reserve (allocated)

Funds are held in this reserve to meet future asset renewal requirements for specific projects earmarked by Council. A minimum allocation for a transfer to reserve of \$40,000 p.a. (approximately 5% of annual asset renewal budget) is included in Council's Adopted Budget.

#### General/Unallocated Cash Reserve

This reserve comprises of the cash surpluses achieved in previous financial years, which have not yet been allocated by Council to specific projects within the Annual Budget. Council aims to hold a minimum of \$500,000 (approximately 5% of annual cash operating expenses) in this reserve.

#### Waste management reserves

For each of these waste streams, the costs incurred by Council, net of any income received with respect to the particular waste service is compared with the waste charges collected from ratepayers for that waste service, with the resulting net surplus/(deficit) calculated at the end of each financial year and adjusted against existing waste reserve balances.

Council will consider the year-end forecast balance of each waste management reserve as part of its annual budget preparation process, to determine what (if any) balance will be transferred from waste reserves to offset the costs of each waste service, before providing direction to officers regarding the amount of waste management charges to be applied in the next financial year to ensure achievement of full cost recovery of each of the three waste services provided by Council to its ratepayers.

#### Unfunded superannuation liability reserve

Council set aside \$20,000 in each of the 2014/15 and 2015/16 budget years, as a hedge against future calls which may be made by Vision Super on the unfunded superannuation liability (defined benefits scheme).

Council monitors the likelihood of a call on this scheme via quarterly finance reports. The current balance held in this reserve totals \$40,000 (the last call on the fund was \$218,000 in 2011/12).

#### Sales Proceeds - Murray Road Land

Proceeds from the sale of the Murray Road Land is kept in this reserve until Council identify potential investment opportunities in line with the Council policy, CP044, Sale, Exchange or Transfer of Council Land.

[https://www.queenscliffe.vic.gov.au/files/assets/public/documents/your-council/policies/cp044\\_sale\\_exchange\\_or\\_transfer\\_of\\_land\\_adopted\\_240119.pdf](https://www.queenscliffe.vic.gov.au/files/assets/public/documents/your-council/policies/cp044_sale_exchange_or_transfer_of_land_adopted_240119.pdf)

Investment opportunities have not been identified for the proceeds from the sale of Murray Road land in this Plan. The Financial Plan will be updated when Council makes a decision.

## Reserve Usage Projections

Reserves	Restricted / Discretionary	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Carry Forward Reserves</b>		<b>Discretionary</b>									
Opening balance		4,399	920	176	0	0	0	0	0	0	0
Transfer to reserve		0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(3,479)	(744)	(176)	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>920</b>	<b>176</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>Asset Replacement Reserve (Allocated)</b>		<b>Discretionary</b>									
Opening balance		640	580	620	431	525	296	264	651	1,045	1,263
Transfer to reserve		0	40	0	94	0	0	388	393	219	421
Transfer from reserve		(60)	0	(189)	0	(229)	(33)	0	0	0	0
<b>Closing balance</b>		<b>580</b>	<b>620</b>	<b>431</b>	<b>525</b>	<b>296</b>	<b>264</b>	<b>651</b>	<b>1,045</b>	<b>1,263</b>	<b>1,685</b>
<b>General/Unallocated Cash Reserve</b>		<b>Discretionary</b>									
Opening balance		447	467	395	365	467	467	467	507	507	507
Transfer to reserve		20	0	0	102	0	0	40	0	0	0
Transfer from reserve		0	(72)	(30)	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>467</b>	<b>395</b>	<b>365</b>	<b>467</b>	<b>467</b>	<b>467</b>	<b>507</b>	<b>507</b>	<b>507</b>	<b>507</b>
<b>Reserves Summary</b>		<b>Total Discretionary</b>									
Opening balance		5,487	1,967	1,192	797	993	764	731	1,159	1,552	1,771
Transfer to reserve		20	40	0	196	0	0	428	393	219	421
Transfer from reserve		(3,539)	(816)	(395)	0	(229)	(33)	0	0	0	0
<b>Closing balance</b>		<b>1,967</b>	<b>1,192</b>	<b>797</b>	<b>993</b>	<b>764</b>	<b>731</b>	<b>1,159</b>	<b>1,552</b>	<b>1,771</b>	<b>2,192</b>

Reserves	Restricted / Discretionary	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's

Waste Management Reserves	Restricted										
<b>Opening balance</b>		(14)	(48)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Transfer to reserve		43	48	0	0	0	0	0	0	0	0
Transfer from reserve		(77)	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>(48)</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>0</b>

Unfunded Superannuation Liability Reserve	Restricted										
<b>Opening balance</b>		40	40	40	40	40	40	40	40	40	40
Transfer to reserve		0	0	0	0	0	0	0	0	0	0
<b>Transfer from reserve</b>		0	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

Sales Proceeds - Murray Road Land	Restricted										
<b>Opening balance</b>		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Transfer to reserve		0	0	0	0	0	0	0	0	0	0
<b>Transfer from reserve</b>		0	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>

Reserves Summary	Total Restricted										
<b>Opening balance</b>		3,526	3,492	3,540	3,540	3,540	3,540	3,540	3,540	3,540	3,540
Transfer to reserve		43	48	0	0	0	0	0	0	0	0
<b>Transfer from reserve</b>		(77)	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>3,492</b>	<b>3,540</b>	<b>3,540</b>	<b>3,540</b>	<b>3,540</b>	<b>3,540</b>	<b>3,540</b>	<b>3,540</b>	<b>3,540</b>	<b>3,540</b>



Reserves	Restricted / Discretionary	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	2026- 27	2027- 28	2028- 29	2029- 30	2030- 31
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Reserves Summary</b>	<b>Restricted &amp; Discretionary</b>										
<b>Opening balance</b>		9,012	5,459	4,732	4,337	4,533	4,304	4,271	4,699	5,092	5,311
Transfer to reserve		63	88	0	196	0	0	428	393	219	421
<b>Transfer from reserve</b>		(3,616)	(816)	(395)	0	(229)	(33)	0	0	0	0
<b>Closing balance</b>		<b>5,459</b>	<b>4,732</b>	<b>4,337</b>	<b>4,533</b>	<b>4,304</b>	<b>4,271</b>	<b>4,699</b>	<b>5,092</b>	<b>5,311</b>	<b>5,732</b>

### **5.3 Revenue and Rating Plan**

The Revenue and Rating Plan determines the most appropriate and affordable revenue and rating approach for the Borough of Queenscliffe, which in conjunction with other income sources will adequately finance the objectives in the council plan.

<https://www.queenscliffe.vic.gov.au/files/assets/public/documents/your-council/budget-and-finance/boq-2021-22-revenue-and-rating-plan-final.pdf>

Considering the impact on the ratepayers in the municipality, Council will always endeavour to maintain future rates increases at or within the capped rate as determined by the Minister for Local Government.

With the introduction of State Government rating capping legislation from 1 July 2016, capped rate increases as determined by the Minister for Local Government have been applied to Borough of Queenscliffe rate budgets. The rate cap has a significant impact on the resources available to fund operating budgets, major projects and capital works.

The challenge faced by the Borough, as with many small rural councils, is the low growth in rateable properties (and therefore rate income), and unavoidable increases in costs related to meeting legislative compliance requirements, increasing expectations and demand for Council services and the challenge of meeting infrastructure renewal needs.

More recently, the State Government election commitment to remove boat ramp parking fees has had a significant impact on Council, with a total loss of income to Council above one million dollars over ten years.

Council's annual rate setting objective is developed within a framework that takes into account the projects and services that implement the strategic objectives set out in the Council Plan, and the resources required to deliver statutory services. The rate setting also considers the objectives of the Financial Plan, and the resources required to manage and renew our assets and infrastructure.

### **5.4 Waste Management Strategy**

Council policy CP038, Waste Management, outline the arrangements for waste management services provided to properties in the Borough of Queenscliffe that are entitled to receive such services and to raise revenue in an equitable manner, to fully recover the cost of Council's kerbside, green and public waste services.

<https://www.queenscliffe.vic.gov.au/files/assets/public/documents/your-council/policies/cp038-waste-management-adopted-230621.pdf>

### **5.5 Workforce Plan**

Council is in the process of developing a Workforce Plan in line with the requirements of the Local Government Act 2020. The Workforce Plan will systematically identify, analyse and plan Council's needs in terms of people.

The Statement of Human Resources and Planned Human Resource Expenditure included in this Plan will be updated in the future in line with the Workforce Plan.

CONSULTATION  
DRAFT

# Appendix C

## Council Plan consultation report



**Borough of Queenscliffe**  
Queenscliff & Point Lonsdale, Victoria, Australia





Borough of Queenscliffe  
*Community Vision and Council Plan*  
Development of a Council Plan  
August 2021





## Using this document

Discretion should be exercised in making decisions based on the data in this report. Kismet Forward was engaged to prepare this report based on two workshops with the Community Panel. Significant effort has been made to accurately reflect the contribution of people who took part in this consultation.

It cannot *necessarily* be construed to be an accurate reflection of the weight of broader community or stakeholder opinion.

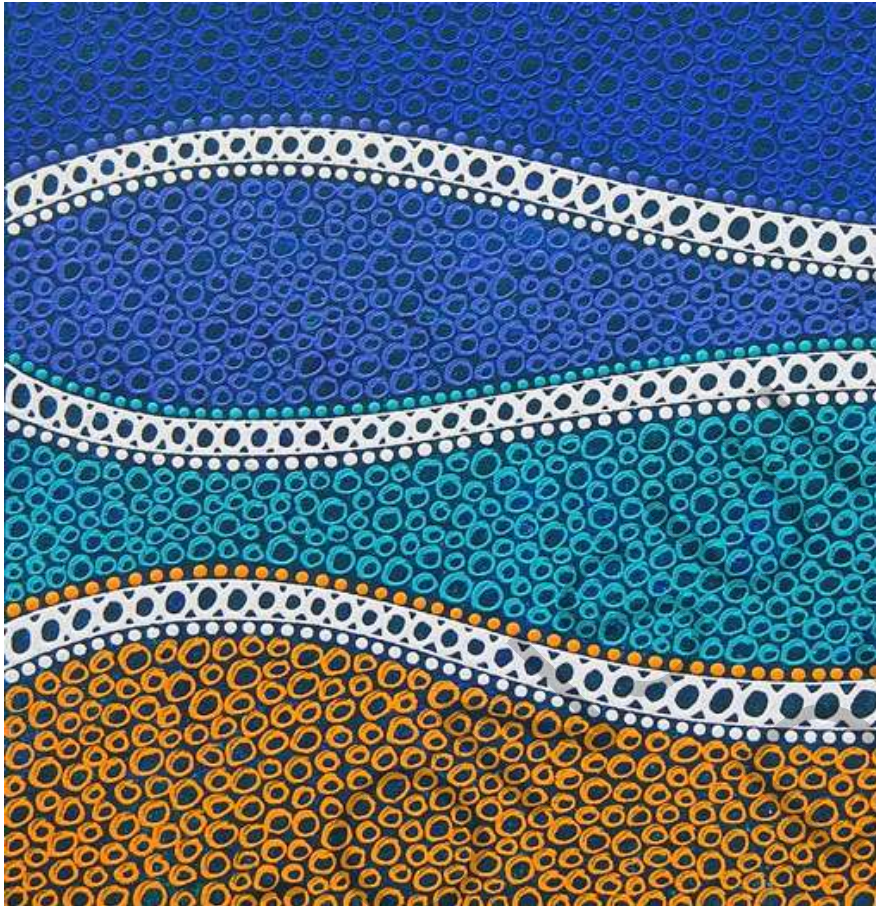
No responsibility or liability can be taken for errors or omissions, or in respect of any use of or reliance upon this report by any third party.

The Borough of Queenscliffe provided the cover photos

## Abbreviations used in this document

BoQ	Borough of Queenscliffe
CoGG	City of Greater Geelong
The Act	Local Government Act 2020

*It was acknowledged Community Panel members were on the traditional lands of the Wadawurrung people.*



Source: <https://doongal.com.au/content/ocean-beauty-0>

## Table of Contents

1. Introduction and Background .....	4
2. Creating a draft Council Plan.....	4
The Community Panel .....	4
Methodology for developing the strategies .....	6
Principles for developing Council Plan strategies .....	6
3. Council Plan strategies .....	7
Enhancing Health and Wellbeing.....	7
Protecting Country and our natural environment .....	8
Supporting business and community prosperity .....	9
Encouraging an inclusive and creative community .....	11
Protecting and celebrating Wadawurrung and Borough heritage ...	12
4. Unresolved matters .....	13
5. Next steps .....	13



## 1. Introduction and Background

At the start of every new term, Council produces strategic documents that guide the Borough's priorities for the ensuing years. The new Community Vision and the Council Plan are being developed by a Community Panel representing the demographics and interests of the broader BoQ community.

The Council Plan sets the direction for Council for its current four-year term. The Council Plan includes the objectives and strategies that will help realise the 10-year Community Vision.

Section 88(3) of *Local Government Act 2020* (the Act) states that the Community Vision must describe *'the municipal community's aspirations for the future of the municipality'*.

The Act also requires Councils to undertake deliberative engagement practices that have the following characteristics:

- authentic engagement with the community;
- good representation of the community in engagement activities;
- clear demonstration of how all views have been considered;
- accessible and relevant information available to the community to ensure the decision-making process and the community's level of influence are clear in each instance and that participants are fully informed<sup>1</sup>.

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<sup>1</sup> <https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020/principles-of-the-local-government-act-2020>

## 2. Creating a draft Council Plan

In March 2021 Council convened four open houses and opened a survey, asking participants to rank priorities across Council and individual service areas<sup>2</sup>.

225 survey responses and 14 written submissions were received. In addition, 55 people attended the open house sessions, at which they were asked the same questions as those in the survey.

### The Community Panel

In May 2021, Council brought together 25 residents who expressed interest in crafting the Vision and Council Plan using community feedback. Notice about the Panel was provided from the start of the project, including the advertising for the first consultation stage. A second round of ads focused on the Panel, via

- Newspaper ads
- Social media ads
- Social media posts
- Emails to people who have previously taken part in Council consultation

Council ensured that the Panel was largely representative of the broader BoQ community for attributes such as age and gender.

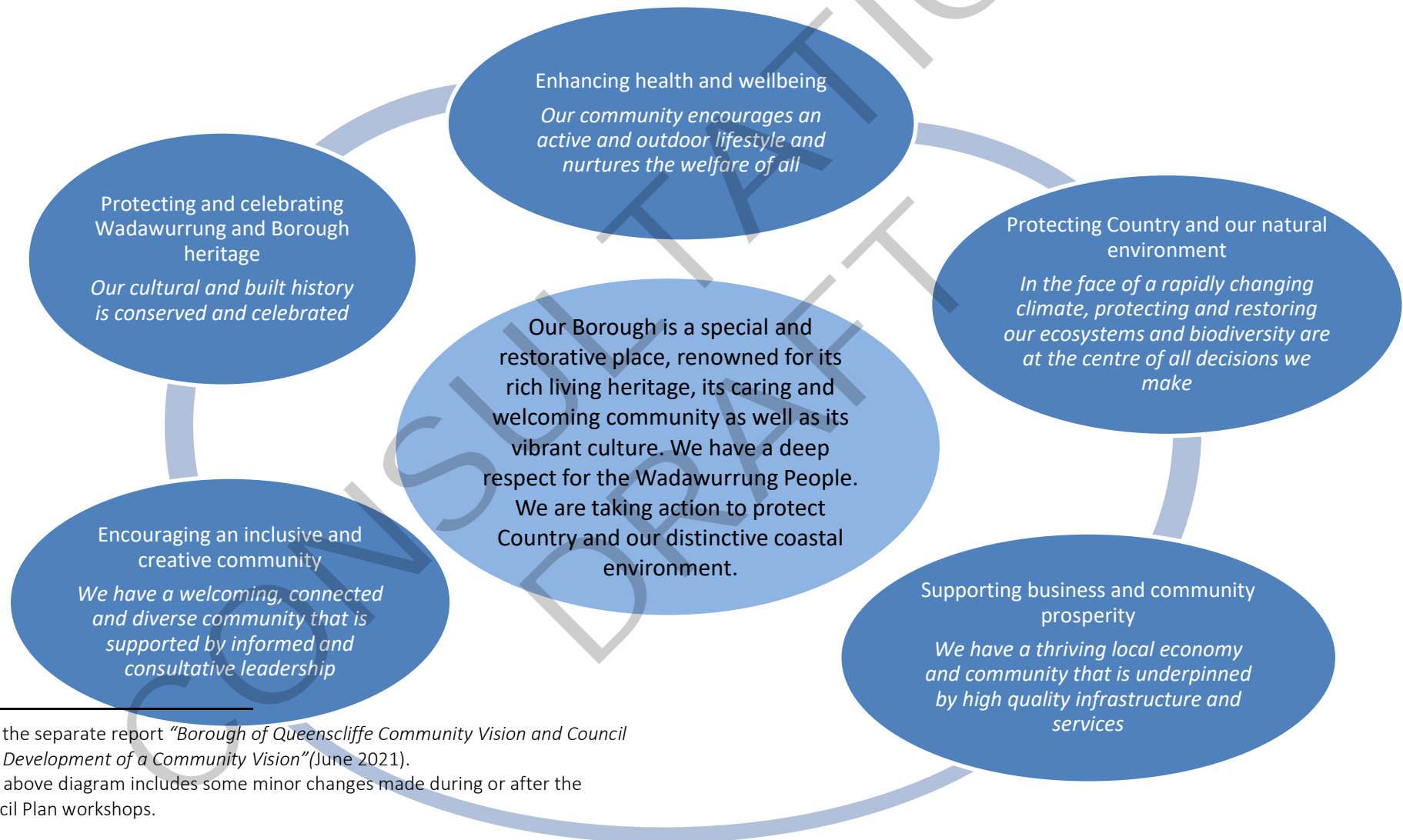
The first task of the Community Panel was to use the community feedback from the survey, submissions and open houses to draft a Community Vision that was taken to the broader Borough

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<sup>2</sup> Open house participants and survey respondents were also asked questions to inform the development of the Community Vision, which is discussed in a separate report.

community for review<sup>3</sup>. The figure below summarises the outputs of this process, which included a central vision statement surrounded by five pillars, each with an objective<sup>4</sup>.

The second task was to use the Community Vision and the pillar objectives to draft a Council Plan for the next four years.



<sup>3</sup> See the separate report "Borough of Queenscliffe Community Vision and Council Plan: Development of a Community Vision" (June 2021).

<sup>4</sup> The above diagram includes some minor changes made during or after the Council Plan workshops.

## Methodology for developing the strategies

To develop the Council Plan strategies, the Panel underwent the following steps over two 2-hour online workshops:

- Using the community feedback provided via the open houses and survey, and a summary of community calls to Council, the Panel members brainstormed the 'priorities' for each pillar.
- Using the list of priorities and the principles outlined below, Panel members drafted strategies for the five pillars. This was achieved through break out groups over three rounds. In each round, each Panellist developed and then refined the strategies for one of the pillars. Panellists changed pillars for each round, meaning that each person had a meaningful role in developing strategies for three of the five pillars. Councillors facilitated the break out group discussions, staying with the same pillar over the three rounds.
- After the three Break Out Group rounds, Councillors summarised the outputs of each pillar discussion. Some minor edits were made to the strategies after the two workshops.

## Principles for developing Council Plan strategies

To inform their work, the Community Panel decided that the Council Plan strategies should:

- Apply to the whole Borough – be strategic!
- Be actioned/commenced in the four years (some might be repeated next time) – (some projects take time to plan, get community support, get funding etc.)
- Acknowledge where external funding may be required
- Address current and forecasted impacts/growth (inc CoGG boundary impacts)
- Help us deliver the vision (but not be visionary in themselves)
- Be understandable, realistic, not 'motherhood' statements – be upfront so that everyone understands what they mean. Total transparency.
- Be aligned with Council responsibilities and resource constraints

### 3. Council Plan strategies

Sitting under the draft Community Vision and pillar objectives, the Community Panel proposed the following strategies for inclusion in the Council Plan.

#### Enhancing Health and Wellbeing

Objective: Our community encourages an active and outdoor lifestyle and nurtures the welfare of all

##### Strategies

Support older residents to live safely and independently (home help, aged care support)

Ensure community safety that includes physical safety, hazards and natural disasters (Develop and promote emergency plans to inform Borough residents/visitors and re-establish neighbourhood watch)

Encourage to provide outdoor recreation activities for all ages

Continue to support established community groups and the formation of new ones for physical and mental activity

Provide a pathway for youth to engage in community decision-making

Encourage responsible ownership of companion animals (address the cat ownership roaming freely)

Support the current social/affordable housing policy of the Borough

##### Priority project ideas

*Community garden*

*Community safety*

Safety of the community, e.g. Safe evacuation of the town in disaster • make emergency evacuation plan available to all residents/ ratepayers • prepare and respond to disasters • continue to ensure community safety

*Companion animals*

Control dogs on our beaches, enforce that dogs must be on leads and not on beaches over certain times during summer. • visitors, non-permanent residents need to pay a relevant pet licence fee • supporting the picking-up of dog droppings • dog park not on the beach • reduce the footprint of domestic pets • create a new off lead dog zone • ensuring proper dog control

*Engage youth*

Bike track and skate park • engage youth, e.g. Youth council, outreach, provide facilities (skate park, bike park), e.g. Develop a lighthouse for a youth hub • create the new bike park • youth need another outlet, e.g. space • engage youth

*Outdoor recreation*

Update inland track b/w Queenscliff and Point Lonsdale by getting rid of all barbed wire • encourage participation in sport • encourage participation in sport and recreation • encouraging snorkelling and kayaking • improve open space, e.g. Beaches, parks, e.g. Weeding, erosion, make more accessible etc • solar lights along shops and points of interest, e.g. Pl and car park

### *Support community health*

Improving focus on mental wellbeing • supporting mental health • promote good mental health • continue and enhance aged care services • access to aged care facilities • support aged persons to remain in their homes • promote child and maternal health • increase child and maternal health services • education of effects of excessive alcohol • discourage gambling • mentoring by older residents

### *Encourage affordable housing supply*

## Protecting Country and our natural environment

Objective: In the face of a rapidly changing climate, protecting and restoring our ecosystems and biodiversity are at the centre of all decisions we make

### Strategies

Implement the 4 year priorities of the CERP as a Council and support the community to achieve the relevant actions items

Transition to 100% renewable electricity energy by 2025, 100% renewable energy by 2027 and zero carbon community by 2030 (per targets in the CERP)

Advocate for, restore and maintain coastal areas particularly coastal erosion with weed removal (e.g. gazanias) especially in the dune system (e.g. Queenscliff foreshore beach which is not native and Point Lonsdale back beach sea wheat grass and marram grass) and

fencing (e.g. provision of additional bins, particularly at entrances to the beach)

Revegetation with indigenous plants where required

Protection and maintenance of locally significant trees, which is community-led

Removal of pest species that impact endangered species (e.g. foxes) and restriction of other animals (e.g. cats)

Encourage responsible pet ownership (e.g. "PUP": "pick up poo" campaign)

Promote and educate the community about local fauna, local native plants (e.g. encourage the community to buy local native plants and support the SBEA indigenous nursery) and environmentally significant areas such as the wetlands (e.g. monthly newsletter in the RIP; information on the website; all forms of media including BOQ Facebook page)

Lead and enable the community to protect our natural environment and take part in initiatives like a community compost system (e.g. take compost to SBEA indigenous nursery), recycling / circular economy, reuse of products and Clean Up Australia Days in Point Lonsdale and Queenscliff

Actively participate in the regional, state and national environmental initiatives

Collaborate with appropriate other organisations (e.g. CoGG, G21, Geelong Sustainability, new Climate Alliance, DELWP, Parks Victoria)

Create a business opportunity within the projects to help finance the projects

Implement the Coastal and Marine Management Plan and the DAL (?)

#### Priority project ideas

##### *Coastal erosion prevention and maintenance*

Prevent erosion of foreshore • Coastal erosion prevention and maintenance • Back dunes restoration protection • Maintain beaches and access tracks

##### *Encourage Recycling (Circular Economy)*

Encourage recycling • Promote recycling • Provision of additional rubbish bins • reduce waste to landfill • Minimise waste

##### *Implement the CERP*

Implement CERP and reducing carbon emissions • ensure the CEP is enacted • Implement the CERP (#1) - Undertaking what BOQ has committed to do and facilitating community to achieve their actions • climate change solutions to protect coastline • Focus on renewable energies and reduction of carbon emissions • encourage community participation in environmental volunteering to care for our environment • Implement the CERP (#1) - Undertaking what BOQ has committed to do and facilitating the community to achieve their actions in terms of the Wadawurrung

##### *Protect and enhance our unique natural environment*

Maintain street trees and plants • Provide high quality clean public spaces • Provide passive recreation opportunities of parks and gardens • Improving paths • enhance parklands - tree policy, e.g. Tree register botanic park • Protection of Swan Bay • Protection of the orchids • Protect Swan Bay, salt marshes, Moonah forests • who

is monitoring the impact of Moremac works on Swan Bay? Particularly those on Fellows Rd and Lakers Cutting. • employ environmental officer • Finalise Bellarine Distinctive Areas and Landscape projects/legislation

##### *Protection against pests (weeds and animals)*

Increase the rate of pest removal (e.g. rabbits, foxes) • Increase weeding • remove weeds from the Borough

##### *Restoration and protection of fauna and flora*

Protection and promotion of fauna and endangered species, e.g. Hooded plovers • restoration of native vegetation • Protection of the environment

#### Supporting business and community prosperity

Objective: We have a thriving local economy and community that is underpinned by high quality infrastructure and services

##### Strategies

Promotion and Innovation in Tourism

Improve the quality of infrastructure that connects local facilities and tourism attractions across the Borough

Maintain and strengthen the vibrancy and local identity of the retail precincts

Job creation

Community transport including links to other regions and parking requirements in the Borough

Progress projects related to Defence, Maritime and lighthouse reserves. (In Planning)

Increase facilities and services for all children and young families

Continue to support small business, arts, events, festivals

Implement improvements to the Council managed caravan parks to achieve benefits for the whole community

### Priority project ideas

#### *Community access and participation*

Making the sports facilities that suit needs and are accessible • improve cycling and walking network • Access to cycling trails • Maintain, expand, connect and increase safe cycling paths • Ensuring facilities are accessible to all, particularly the ageing population (more lights, toilets etc.) • Maintain, expand, connect and increase walking paths • Access to walking trails, good footpaths • active communal pathways • Link active open spaces to open parklands • more disabled parking spots in Queenscliff and Point Lonsdale • Better and cleaner toilets

#### *Community transport and parking*

Community bus • Implement parking restrictions • Maintain the local roads in a safe condition

#### *Improve shopping precinct streetscapes*

Need to give Hesse Street a refresh, upkeep of buildings, and removal of weeds. Improve streetscape. • beautification of shopping strips - different streets have different needs • Update caravan

parks and associated facilities, e.g. Toilets • Streetscape strategy and maintenance • Include a toilet in Hesse Street

#### *Increase facilities and services for children and young families*

Expanding kindergarten services • Providing additional childcare services (there's a significant wait at Lonsdale House) • Increase the facilities and services for children, young and young families • Provide playgroups • Ensure Library meets needs of all, including children and young families (e.g. baby/toddler time) • Run (or initiate) Childrens' Week event • Support events and infrastructure for Children • Improve and expand playgrounds • increase childcare opportunities

#### *Promoting and Innovation in Tourism*

Promoting tourism • Promotion of ecotourism opportunities, e.g. Q train • promoting tourism • encourage ideas for tourism and business - support from Council • develop a tourism strategy • promote tourism opportunities (e.g. As they do for Macedon Ranges) • more tourism attractions • Encouraging snorkelling and kayaking for tourism • Promotion and protection of our fauna and flora • Promotion of environmental tourism • Caravan parks

#### *Support arts, events, festivals and community events*

Support Arts and Culture • Support and encourage events and festivals for all ages by providing appropriate infrastructure • Making it clear what halls and other venues are available, with a community calendar • Making halls and other venues are easily accessible groups • supporting and promoting events and festivals • encourage arts and culture • promote events and festivals

#### *Increase facilities and services for children and young families*



Support small business • Supporting new, emerging and small businesses (e.g. technology, Council's catering choices) • Encouraging new business to the area, don't have empty shops • Bringing new and different businesses to BOQ • encourage local shopping, e.g. Loyalty/rewards • Continue the outdoor dining

## Encouraging an inclusive and creative community

Objective: We have a welcoming, connected and diverse community that is supported by informed and consultative leadership

### Strategies

Support initiatives and groups to foster inclusion and connection within our community

Develop leadership, governance and transparency skills within Council

Ensure Council and the community consistently listen and learn from each other

Engage all residents, including youth and diverse groups, in conversations about the future of our community

Prioritise the independence and financial viability of the Borough

Ensure Council's services meet the needs of a changing and diverse community

Advocate and work in partnership with other levels of government and the private sector on issues important to Borough residents

Strengthen our relationship with the City of Greater Geelong to ensure our communities work better together

### Priority project ideas

#### *Community connection*

Support awareness for associations • make neighbourhood house welcoming/relevant to all ages, e.g. Move to a more attractive location • support and increase volunteering • welcome pack for new residents

#### *Complete existing projects effectively*

Complete projects that have been on the books • follow progress to achieve a positive outcome for the Borough

#### *Council leadership and engagement*

Make the Borough a cultural/arts/knowledge/hospitality centre • continuing easy engagement with council

#### *Ensure sustainable and independent council*

Financially sustainable council • ensure the Borough remains independent and viable

#### *Liaising with other depts*

Coordinating with other levels of government and departments and seeking grants • boundary change with CoGG, liaise with CoGG because of pressure

*Meet needs of changing community including children and minority groups*

Recognise all minority groups • continues to monitor how the community is changing to ensure they are constantly meeting the needs of a changing community

*Promote community organisations, initiatives and events*

Promote neighbourhood house • promote community organisations • promote the Men's Shed • support for the arts community and community events • increasing council's enabling of community initiatives • promote community organisations • support community initiatives and events

*Promote volunteering opportunities*

## Protecting and celebrating Wadawurrung and Borough heritage

Objective: Our cultural and built history is conserved and celebrated

### Strategies

Maintain the Borough's unique features and neighbourhood character (e.g. updating/completing the Urban Conservation Study/Heritage Review and the Urban Character Study, Coastal Management Plan)

Protect and educate (*and celebrate?*), in partnership/led by with Wadawurrung, their culture and heritage

Protect and educate (*and celebrate?*) post-settlement heritage, including maritime and military heritage

Protect and conserve private heritage buildings by supporting owners and through planning tools (*could be an action under the first strategy*)

Complete key heritage projects to enable their activation/ community use (e.g. Fort, P1 Huts, Avenue of Honour, Shortlands Bluff, Lighthouse)

### Priority project ideas

*Activate and promote built heritage*

Promoting tourism and maintaining buildings • Activate built heritage • Historical centre for post-settlement • phone app

*Complete heritage planning at Council*

Complete heritage plan • Complete heritage plan to a high standard • strengthen planning scheme to protect what we have • appoint heritage advisor to Council

*Educate about Wadawurrung heritage*

Further education of Wadawurrung • Implement interpretive signs and storytelling and strategy for Wadawurrung • Educating children • Promotion of indigenous knowledge and walking trail

*Identify and protect Wadawurrung heritage*

Protect Wadawurrung significant sites

*Promote Wadawurrung heritage through events and infrastructure*

Initiating NAIDOC Week events • Wadawurrung cultural centre, engage with them • Use Wadawurrung language in place names, Council facilities and natural features

*Protect post-settlement heritage, including maritime heritage*

Protect Victorian and Edwardian heritage • protect maritime and military heritage • Protect heritage infrastructure • finalise/prioritise outstanding projects - e.g. PL lighthouse • maintain Avenue of Honour (inc replanting over time) - *need a committee?*

*Support heritage building owners*

Supporting owners of heritage buildings • Protecting privately-owned heritage buildings • scheme to encourage people to restore heritage assets, e.g. Low-interest loans

- Strategies for responsible pet ownership are in both the *Enhancing Health and Wellbeing* and the *Protecting Country and our natural environment* pillars
- Strategies for services for children and young families are in *Supporting business and community prosperity*, while those for aged care are in *Enhancing Health and Wellbeing*
- The 'project ideas' listed under each pillar came directly from the brainstorming session with panellists. They need to be refined.

## 4. Unresolved matters

Matters needing resolution include:

- Feedback about the vision, stated via various panellists, indicated confusion about the terms 'living heritage' and 'restorative'
- There are a lot of strategies for the *Protecting Country and our natural environment* pillar!
- Some of the strategies in *Supporting business and community prosperity* are not written in the same style as other strategies
- The following note was placed at the bottom of the *Protecting and celebrating Wadawurrung and Borough heritage strategies*: "*Note: Planning has not been picked up yet – urban character is inherently linked to Queenscliff's heritage – broaden the pillar to protect the inherent characteristics of BoQ through planning*"
- There is overlap between the pillars as follows:

## 5. Next steps

From here, Councillors will further workshop the strategies and develop a draft Council Plan, with the support of Council Officers to include various requirements.

The community will have an opportunity to comment on the Council Plan before Council considers it for adoption.

Council has asked me to pass on sincere thanks for the time and effort that each Community Panel member invested in drafting the Community Vision and Council Plan. It was a tremendous exercise in Council-community collaboration.