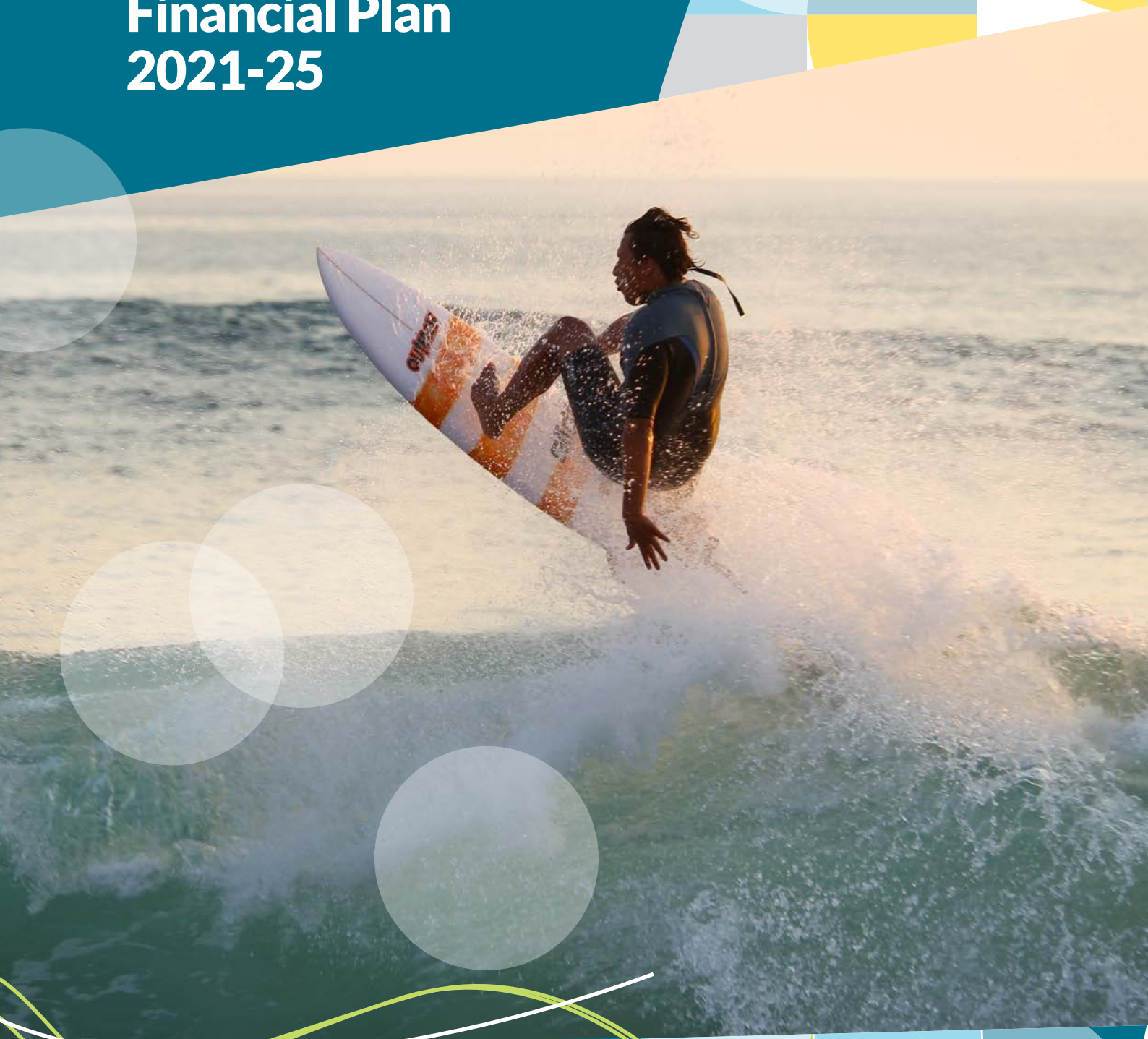
Long Term Financial Plan 2021-25



Building a sound financial base to deliver for our community

BASS COAST

Acknowledgement of Country

Bass Coast Shire Council acknowledge the Bunurong as the Traditional Owners and Custodians of the lands and waters, and pays respect to their Elders past, present and emerging, for they hold the memories, the traditions, the culture and Lore.

Bass Coast Shire Council celebrates the opportunity to embrace and empower the Aboriginal and/or Torres Strait Island Communities in their diversity.

Bass Coast Shire Council will create opportunities for future recognition and respectful partnerships that will honour the Traditional Owners and Custodians, and Aboriginal and/or Torres Strait Islander Peoples.

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Mayor
Councillor Brett Tessari

Message from our Mayor

I am proud to present the Bass Coast Shire Council Long Term Financial Plan. This important document will provide guidance for Council's long term financial decision making and ensure we can continue to meet the needs of our growing community into the future. The Plan was developed with feedback received through extensive community engagement and aims to provide a comprehensive framework that underpins the affordability, funding and delivery of a number of major projects over the next 10 years. These major projects include:

- Cowes Cultural and Community Centre
- Aquatics
- Phillip Transfer Station and Depot
- Bass Coast Dinosaurs Trail
- Tracks and Trails

Each of these projects is important to our community and will bring significant economic benefits and community enjoyment upon their completion.

The Plan provides an overview of Council's financial position including the services we deliver and our approach to funding service delivery, the impact of rate capping, the impact of the pandemic, climate change adaptation and waste management.

The Plan is based on four overarching principles:

- Affordable and stable revenue and financing mechanisms
- An ongoing balanced budget
- Manage capital in the most efficient manner possible
- Maintain, enhance and expand its asset base to meet the needs of a growing community

Our adherence to these principles will enable Council to progress its aspirational agenda and deliver our Council Plan commitments.

Council's financial planning and management is outlined in other Council strategies. We have ensured consistency between these documents to allow a clear financial focus and understanding:

- Borrowings Strategy
- Infrastructure and Asset Management Strategy
- Rating Strategy

The Long Term Financial Plan meets our requirements under the *Local Government Act 2020* but more importantly provides us a financial roadmap to achieve our vision for Bass Coast.

I would like to thank the community members and businesses who have provided feedback to help shape this important document.



1. Overview and Context

Background

Financial sustainability is a key objective for Bass Coast Shire Council, as the establishment and maintenance of a sound financial base is a pre-requisite for enabling the delivery of a suite of Council services, and a well maintained infrastructure network to the Bass Coast community. A strong financial position will also underpin the affordability and planned delivery of a number of a major, intergenerational capital projects over the next decade.

The Long Term Financial Plan (LTFP) contains a challenging and ambitious Capital Works Program. This is closely aligned to Council's commitment to a significant strategic work plan over the next decade. This includes a strategic approach to place-based planning, a commitment to zero net emissions for Council and the community by 2030 and our goal to become Victoria's premier destination to live, work, visit and invest in. This important work will set the strategic direction in the key areas of land-use, transport, economic development and urban design over the next 10 to 20 years.

The LTFP provides Council with an overview of its projected forward revenue and expenditure estimates (including capital expenditure, financing and borrowings, and transfers to and from its discretionary financial reserves). This high-level view of the aggregate position enables the development and execution of a balanced financial strategy that uses a combination of borrowings, external funding and internal cash flow to fund the delivery of major capital projects. The LTFP also provides a context within which Council can fund actions and initiatives arising from the Council Plan, key strategic initiatives including the Climate Change Action Plan 2020-30, and enable it to plan for the financial impacts of growth in the Shire, especially in Wonthaggi's north-east.

The LTFP sets out the long term implications of Council's revenue and expenditure growth projections. It is proposed to review the settings on an annual basis to reflect changes in the environment where Council operates. This includes an assessment of changes in the constantly evolving external environment.

Services

The LTFP supports and resources the ongoing provision of a range of core Council services with no reductions to the scope or standard of services that are provided to the community. Council will continue to investigate and implement opportunities to enhance its service offering, improve the customer experience and consider alternative ways of delivering services. This will be done within a framework that focusses on the identification of operating efficiencies that can be used to fund service improvements and/or sustainable cost savings.

In order to ensure best value, Council has commenced a program of rotating strategic service reviews that will help ensure it delivers the right mix of services and that these are being delivered in an optimal manner, with the most appropriate resources, employees, contractors or a mix of both. Our service mix has developed over time and this has been impacted by government grants or Council policy direction. The results of these service reviews will be incorporated into the LTFP as they occur.

Impact of Rate Capping

The Victorian Government responded to affordability concerns of the community by capping rates increases to the inflation rate with effect from the 2016-17 financial year. Bass Coast Shire Council as a low-rating council, that is heavily dependent on rate revenue, has been significantly impacted by the introduction of rate capping.

Council plans to balance the budget and close the rate cap gap by adjusting the following strategic financial levers:

- Delivering efficiency and cost savings
- Setting appropriate and fair user fees and charges
- Prudent management and prioritisation of expenditure
- Appropriate use of reserves and borrowings as a funding source for major capital projects
- Leveraging external funding contributions and grants from other tiers of government to support the funding of major projects

Impact of COVID-19 Pandemic

The COVID-19 pandemic, which emerged as a major issue in the first quarter of 2020, continues to provide significant challenges to communities across Australia and, more particularly, in the more densely populated states (NSW and Victoria). The pandemic has had a disproportionate impact on communities including those in Bass Coast that have a high degree of dependence on tourism and the visitor economy. While a number of financial support measures were provided to impacted businesses and the most vulnerable cohorts in the community in Council's 2020/21 Budget, the recurrence of major COVID-19 outbreaks and subsequent state-based lockdowns confirms that the pandemic will be felt for some time. Council accordingly needs to provide for pandemic-related financial support in its LTFP.

This will be augmented by a Financial Hardship Policy that will provide cash flow relief and enable impacted ratepayers to manage their rate commitments.

Government and Regulatory Environment

Local councils are regulated in Victoria by the State through Local Government Victoria. While Local Government Authorities (LGAs) have a reasonable level of autonomy, they are subject to a number of regulatory controls including:

- **Rate capping** – requests for rate increases over the rate cap need to be referred to the Essential Services Commission (ESC) for approval
- **Elections** – these are closely monitored and controlled by the Local Government (Electoral) Regulations 2020, especially in regard to the nomination of candidates, mandatory candidate training and voting requirements
- Strategic planning and reporting is regulated by the Local Government (Planning and Reporting) Regulations 2020 that prescribe information for inclusion in council budgets, financial plans, annual reports and also mandates a system of performance reporting for councils

The LTFP ensures that Council has the financial capacity and resourcing to deal with legislative requirements and the expanding expectations of Local Government.

Technological Evolution and Disruption

Technology and digital disruption is evolving at a pace faster than most organisations can naturally adapt. Changes in how people communicate, connect and discover have significant implications for organisations and just about anything where people are involved. The recent COVID-19 pandemic provided a step forward that demonstrated the benefits of being able to transform our on-site working model to a virtual model. This has enabled Council staff to continue the delivery of their services and functions while working from home. This is a very visible example of technology as an enabler.

This will include meeting the increased demand from our ratepayers for an increased number of online services, increased expectations for the community to engage directly with Council using social media and self-service channels for making payments, lodging and tracking requests and participating in Council meetings.

While we are at an advanced stage of implementing a whole of organisation cloud-based software solution, ongoing investment in our systems and infrastructure will be required to keep pace with the technological change and community expectations. We need to respond to this and think about how we operate and support the community, particularly those who may have limited digital literacy and/or online access.

Technological advances also provide Council with an opportunity to consider new methods of service delivery and improvement such as the use of Smart Parking technology to improve the monitoring and enforcement of short-stay parking restrictions and public Wi-Fi to enable community access to online services.

Benefits and efficiencies currently gained with supporting a connected mobile and remote workforce have included flexibility in employment, efficiencies in utilities, faster data gathering, efficient and clearer monitoring of council assets and localised community assistance.

We will need to continue investing in technology throughout the next ten years and beyond. Ensuring technology is current, resilient, and relevant will support ongoing effective and efficient service delivery to the community while being a driver for internal operating efficiencies.

Growth in the Municipality

Bass Coast is currently experiencing unprecedented growth that is expected to be sustained over the long term. This growth will be augmented by the ongoing population shift from metropolitan Melbourne to attractive regional locations. Bass Coast will also continue to attract a steady stream of new residents due to its coastal location and affordable housing product. In planning for this growth, Council has developed the Wonthaggi North East Precinct Structure Plan which details the infrastructure investment needed in order to double the population of Wonthaggi over the next 20 years.

Supporting the Precinct Structure Plan is a Developer Contributions Plan (DCP) which will require developers to construct the overwhelming majority of infrastructure within the Precinct. The growth in Wonthaggi's north-east will also require a significant investment from Council who will need to forward fund some of the key infrastructure including drainage works, roads and footpaths. While the cost of most of this infrastructure will be offset by developer contributions, there is a funding gap that Council will need to address and the LTFP has provided for Council funding of $4 million towards this infrastructure.

Climate Change and Adaption

Council declared a Climate Emergency in 2019. In response to this, funding has been provided in each of the last two annual budgets for the Climate Change Action Plan. The Climate Change Action Plan was developed with significant engagement with the community, stakeholders, officers and Council to identify actions that are technically feasible, economically beneficial and socially desirable and cover the period 2020-30.

Council adopted the Climate Change Action Plan 2020-30 in May 2021 and the forward financial plan contains funding in the capital or operating budgets to progressively implement this Plan over the next ten years with regular review. Council will use the Plan to guide internal decision making about operational priorities, investments, budgets and resource allocations.

The major funded projects identified for Council include:

- Power Council by 100% renewable energy
- Deliver expanded Biolinks
- 10-year transition to electric vehicles (EV) for Council fleet
- Regional EV destination charging
- Transition all street lighting to LEDs

Alongside funded projects, actions have been identified that do not have a direct impact on emissions reduction or direct adaptation impact, but lay the foundations to ensure action is embedded across all areas of Council and have the ability to scale up, including:

- Integrate climate risk into financial decision making
- Integrate climate emergency into Council reporting processes
- Strengthen planning policy and practice and township adaptation plans
- Undertake an asset vulnerability assessment project of Council assets for future planning



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Waste Management

The Victorian market for the disposal of domestic waste and recyclable material has been impacted by a number of significant events over the last five years that have resulted in a number of budget shocks. These include:

- The loss of the major off-shore market for recyclables in China that were previously disposed of at a net profit to Victorian councils. Disposal of these recyclables now costs the sector significantly more than the previous aggregate profits that were realised
- The loss of competition in the waste market as a result of the failure of SKM Recycling who were a major player
- Ongoing increases in compliance costs (especially environmental monitoring) and government taxes (landfill levies)



A review of the forward expenditure assumptions for the cost of the waste management function has identified the following additional 'cost push' factors that need to be taken into account:

- The introduction of a mandatory fourth bin dedicated to glass recycling material is expected to be a legislative requirement in 2025. This is expected to cost Council an additional $725,000 per annum from 2025/26 (based on an estimated cost of $25 per household assuming 29,000 properties)
- The cost of the various waste contracts is expected to increase significantly when these are re-tendered in 2027. This is due to imbalances in the market caused by a lack of supplier depth and barriers to entry for new providers. Cost increases are expected to be substantially higher than inflation for Council's kerbside collection service and transfer station operating costs
- It is also expected that additional infrastructure investment will be required over the long term life of the landfill, as regulatory settings and environmental compliance standards continue to tighten

The LTFP has accordingly provided for three consecutive years of large increases (8 per cent per annum) from 2025/26 to 2027/28. Waste service costs are projected to increase by 1 per cent more than our inflation estimates in each of the other financial years. This should enable Council to recover other ancillary cost push pressures including higher landfill levies and environmental monitoring costs. The LTFP provides for these cost increases to be fully offset by additional waste service charges. This is consistent with Council's cost recovery model for its waste service costs.

2. Major Capital Projects

Council's LTFP provides funding for a number of significant capital projects that provide intergenerational benefits. Council has a limited number of revenue sources and is constrained by caps on its rates revenue growth, in particular. This has required it to use alternate funding streams for its major projects portfolio which is funded from a combination of:

- Borrowings
- Discretionary financial reserves
- External funding (government grants)
- Developer contributions (cash and in-kind)
- Rates revenue

In preparing the LTFP, financial modelling has focused on ensuring that Council's projected financial metrics do not place it in a high risk financial position and that its borrowings do not exceed the State's recommended cap of 60 per cent of rates revenue. The LTFP projects that Council will obtain significant funding for the delivery of a major aquatics facility. Should this not eventuate, the project will be deferred. Further context on some of the major projects programmed for delivery over the next 10 years is set out below.

Cowes Cultural and Community Centre

Council has completed the detailed design of a new Cowes Cultural and Community Centre. Council expects to award this contract in the final quarter of 2021, with construction expected to commence shortly thereafter. The Centre is expected to open in the 2022/23 financial year and will provide the local Cowes community with a number of enhanced facilities including a 250 seat theatre/cinema, a new library, community meeting and function facilities, a cultural history museum, dedicated and flexible exhibition spaces and will also include Council Customer Service Centre and Visitor Information Centre. The Centre, which incorporates a number of environmentally sensitive design features and incorporates Passivhaus design principles, will be a destination building, demonstrating high quality architectural and urban design outcomes. It will create a dynamic and interactive place for people, a source of community pride where groups can interact together.

Funding totalling $18.3 million for this major project has been sourced from low interest loans, State Government and Federal Government grants. This comprises a low interest loan of



Cowes Cultural and Community Centre

$10 million from the State Government, $3.3 million in grants from the State ($2.5 million from the Growing Suburbs Fund and $800,000 from a Living Libraries grant) and a $5 million grant from the Federal Government's Building Better Regions Fund. This has been augmented by borrowings linked to the Cowes Public Realm improvement project of $2.2 million, carry over funding of $1.5 million with the residual funding requirement of $5.2 million coming from Council's strategic reserves and rates.

We anticipate the Centre to have additional operating costs of $494,000 when it is fully activated and operational.

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Aquatics

Council has commenced the design of two new/upgraded Aquatics facilities in Wonthaggi and on Phillip Island. Both of the facilities will incorporate 25-metre indoor heated pools, warm water program pools with movable floors to facilitate warm water activities as well as learn to swim, splash play areas, gymnasium facilities with program rooms and cafés. The Phillip Island facility also incorporates a potential for a second stage which could include two highball courts for basketball, netball, volleyball and the like.

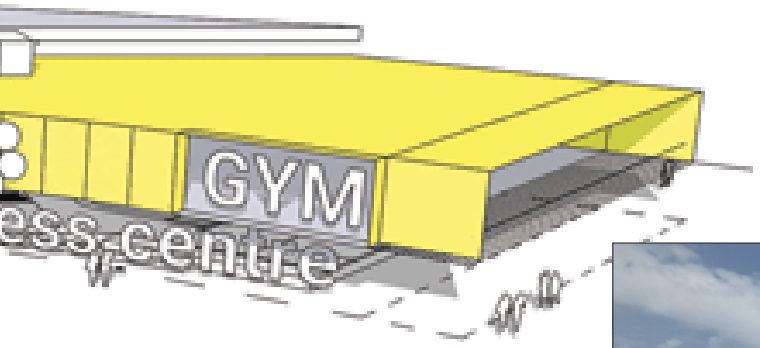
The delivery of these projects is dependent on Council receiving large funding injections from other tiers of government (Federal and/or State). The LTFP provides for the delivery of one of these facilities within the next ten years with the second facility programmed for the following decade. Delivery of the selected Aquatics facility is contingent on external funding of at least $31 million.

We anticipate that the Aquatics facility will deliver a reduction in operating costs of $400,000 once it is fully activated and operational.

Council will continue to advocate to the Federal and State Governments for funding for both of these projects and if successful will vary the LTFP to reflect this.

Phillip Island Transfer Station and Council Depot

Council has acquired land on Gap Road in Cowes. One of the first uses of this site will be for the construction of a new waste Transfer Station facility. This facility will provide Phillip Island residents with a significant improvement in amenity and will incorporate circular economy principles in waste management at the site. A circular economy continually seeks to reduce the environmental impacts of production and consumption, while enabling economic growth through more productive use of natural resources.





Council has funded the land purchase from its strategic reserves and the LTFP provides for the use of borrowings of $4 million to construct the Transfer Station for which planning approval is currently being sought.

The second development phase at this site will involve the construction of a new Council Depot on the Gap Road site. This is expected to be progressed following the completion of the Transfer Station facility.

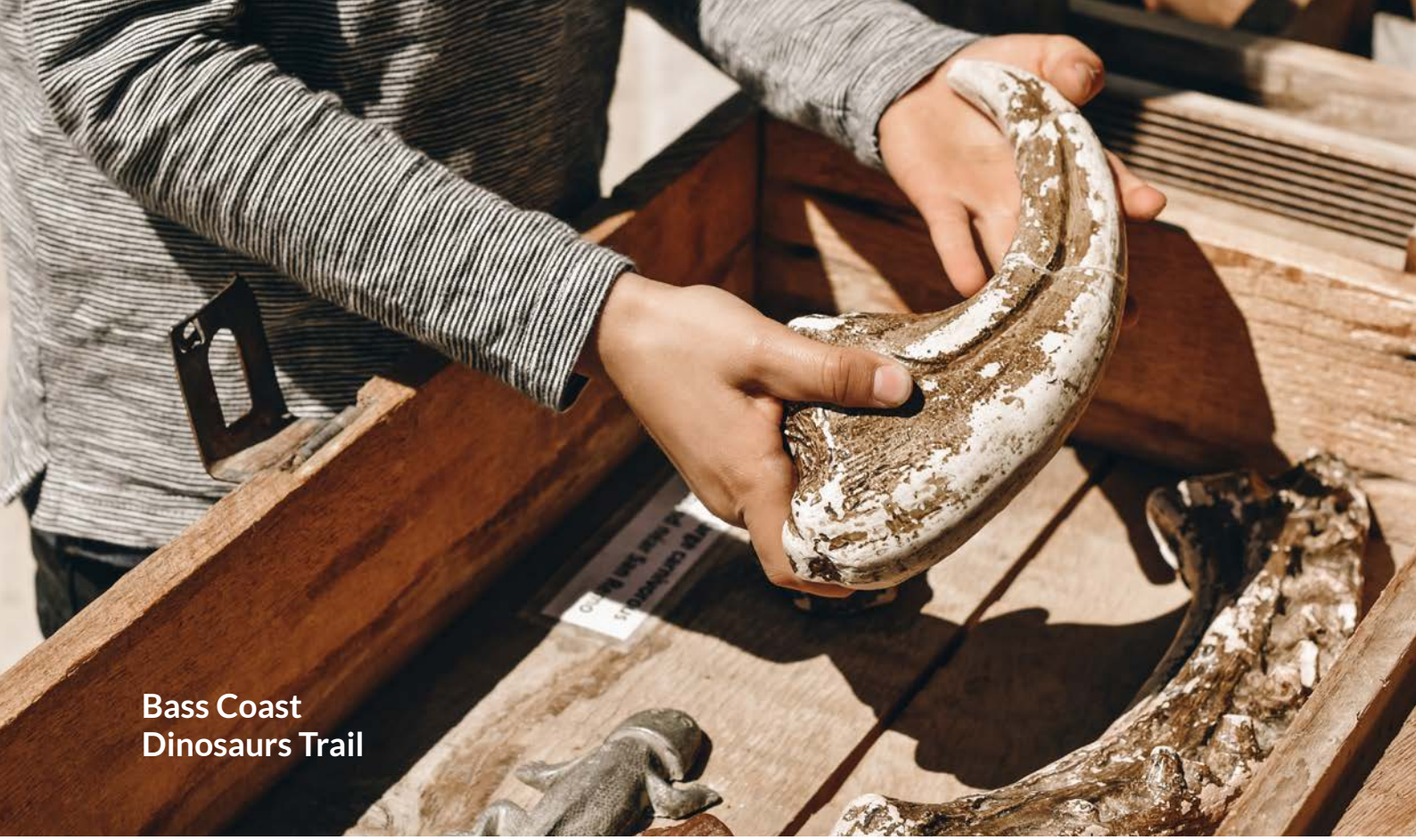
Bass Coast Dinosaurs Trail

The LTFP provides for the delivery of a Dinosaurs Trail between the townships of Inverloch and San Remo. The Trail will include artwork on the coast between San Remo and Inverloch including sites at Kilcunda, at the Caves and Eagles Nest. A Gondwana garden is also proposed for Wonthaggi.

Funding for the costs associated with developing this Trail and delivering the necessary infrastructure and visitor experience centres is expected to come from the Federal Government with Council contributions towards this being funded from reserves.

This project will also incorporate a new Sound and Light Show in Wonthaggi and a Discovery Museum in Inverloch. The total cost of these three projects is $20 million. This will be funded from a combination of Federal and State Government sources with Council contributions of $2.5 million being funded from reserves.

Preliminary estimated operational costs for these three projects have been provided for in the LTFP.



Bass Coast
Dinosaurs Trail

Tracks and Trails

Providing safe, efficient and sustainable transport options is a key goal for Council. A vast and connected network of tracks and trails offers healthy and environmentally friendly opportunities to move throughout the Shire. An advanced tracks and trails network also offers a distinct tourism offering taking full advantage of the natural environment, rolling hills and dramatic coastlines of Bass Coast.

Council is producing a Tracks and Trails Strategy which will include a trail prioritisation tool and implementation plan to grow our track and trail network. The recommendations of this work will inform the construction of tracks and trails throughout Bass Coast over the next ten years resulting in a Shire-wide, interconnected track and trail network.

Three key trails are in various stages of development at present: Guy Road Shared Path in Corinella, Cowes-Rhyll Road Shared Path in Cowes and the Wonthaggi-Inverloch overland trail. Once these paths and trails are complete, an annual allocation ranging from $1 million to $1.5 million in the LTFP will deliver on the highest ranked priorities stemming from the Tracks and Trails Strategy.

Tracks and trails often require large amounts of preliminary work such as detailed design, permit approvals and sometimes land negotiations. This operational work is programmed to occur in the years before the capital allocation as detailed within the LTFP.

This significant investment in a Shire-wide tracks and trails network will help residents and tourists move safely and efficiently and provide a point of interest for Bass Coast. It aligns with our economic strategies, Climate Change Action Plan and Healthy Communities Plan by offering healthy, sustainable transport options.



3. Council Plan Themes and Strategies

Council and the community have worked through a deliberative engagement process to develop the following strategic objectives for the Council Plan 2021-25.

Strategic Objective	Related Major Projects in LTFP
1. Protecting our Natural Environment– Building resilience and protecting and enhancing our natural assets.	• Climate Change Action Plan • Waste Depot Infrastructure • Phillip Island Transfer Station • Gap Road Master Plan Implementation
2. Healthy Community – An inclusive community that embraces its lifestyle and supports health and wellbeing.	• Aquatics and Leisure Centres • Tracks and Trails
3. Our Places – Strengthening the connection between people and the public places they share.	• Cowes Cultural and Community Centre redevelopment • Wonthaggi Activity Centre Plan (ACP) priorities • Cowes ACP and public realm improvements • Smiths Beach Master Plan
4. Growing our Economy – Progressing opportunities for visitor economy and business growth in harmony with our natural environment and sustainable values.	• Dinosaurs Trail Project • Dinosaurs Sound and Light Show • Dinosaur Museum • Rhyll Boat Ramp and Jetty redevelopment
5. Sustainable Development – Prepare for growth while ensuring the intrinsic values and character of Bass Coast are retained.	• Wonthaggi North East PSP • Road and Drainage • Improvement Program • Unsealed road upgrades
6. Leading for our community – Demonstrating leadership through good governance, transparency and accountability.	• Strategic land acquisition

4. Financial Sustainability

Council is currently in a strong financial position with manageable debt levels, supported by its financial reserves including cash and investment portfolio of $60 million. It also has an agenda to deliver a suite of major intergenerational projects over the next ten years, while also funding a backlog of deferred projects. Council needs to plan the sequencing and timing of the capital projects portfolio to ensure that it is affordable and deliverable within our current project management and delivery resourcing constraints. As Council is constrained by rate capping it needs to utilise other funding streams for its capital project portfolio, including:

- External grants (Federal and State Governments) – these will normally require a Council co-contribution
- Developer contributions
- Borrowings
- Council reserves

Council will continue to review its approach to service delivery through its ongoing service review program. This will be complemented by management reviews to identify opportunities for financial efficiencies including in procurement (the use of aggregator panels, competitive tendering and the best and final offer process). Opportunities to expand Council's revenue base are being explored and implemented including the use of Smart Parking systems to improve short stay enforcement and associated revenue.

Council decision making needs to include consideration of the appropriate and prudent financial management principles to ensure the ongoing sustainability of the organisation's finances. The LTFP includes a suite of financial principles that Council should apply when managing finite financial resources to support and ensure a stable and sustainable forward financial outlook.

To support financial sustainability, Council has developed the following financial principles which should enable ongoing operating viability, appropriate funding for asset maintenance and renewal and provide a cushion to absorb unexpected budget shocks.

These are set out in the table below:

Financial Principles	Measures
1. Bass Coast will have affordable and stable revenue and financing mechanisms	1. The distribution of costs and revenue will be fair and reasonable while remaining consistent over the forward outlook 2. The capacity of people to pay (ratepayers and service users) will be considered when determining our forward revenue projections 3. Increases in operating expenditure will be targeted towards the delivery of Council priorities and strategies and in-line with our key policies 4. Those who directly benefit from, or cause, additional expenditure will be required to make a contribution towards the cost of the service (user pays) 5. Where benefits from large capital investments are conferred to future generations, it is appropriate for those future generations to contribute to the cost 6. Growth in universal services will be funded through rates growth and other revenue associated with growth 7. Rates and charges revenue will remain at a stable percentage of total revenue (75 per cent to 80 per cent of total underlying revenue) and other revenue will be maintained or increased to reduce the reliance on rate revenue
2. Bass Coast will have an ongoing balanced budget.	8. Underlying operating expenditure will be lower than underlying operating revenue, resulting in ongoing underlying surpluses 9. Net cash flow from operational, capital and financing activities as reported in the Funding Statement will result in a balanced budget position 10. Net cash flow from operations will generate sufficient funding for Council's renewals capital program

Financial Principles	Measures
3. Capital will be managed in the most efficient manner possible	11. Working capital is maintained at levels that will ensure ongoing operational liquidity. The working capital ratio or current ratio is targeted to be at or above 0.9 12. Council may build up its financial reserves over time. This will enable it to contribute where required to large capital projects 13. Borrowings will be used as a financing source for major capital projects and strategic land acquisitions. The use of borrowings will be subject to borrowings remaining below 60 per cent of rates revenue (prudential State government guidelines). 14. Council will maximise external funding opportunities to leverage its capital works
4. Bass Coast will maintain, enhance and expand its asset base to meet the needs of a growing community	15. Capital expenditure compared to depreciation is greater or equal to 150 per cent over the forward planning outlook 16. Capital expenditure on existing assets (renewals and upgrades) will be higher than depreciation over the forward planning outlook. 17. Assets are managed in accordance with asset management or renewal requirements and community need. The objective is to minimise the whole of life costs and match delivery of new and upgraded infrastructure to population growth or specific community needs 18. The total value of assets (excluding the impact of revaluation adjustments) will increase each year as Council invests in the renewal, upgrade and enhancement of its infrastructure network while delivering major intergenerational projects that improve residential amenity

In addition to the above financial management principles, Council is guided by a number of key strategies that inform its financial decision making. These are outlined on the following page.

Use of Borrowings

Borrowings have been identified as an important funding source for the capital works program. The use of borrowings by Council is guided by the following principles:

- Borrowings will not be used to fund ongoing operations
- Borrowings are appropriate for the purpose of funding or part funding large capital works projects that can be expected to provide benefits to future generations, e.g. Cowes Cultural and Community Centre, new Aquatics facilities and the Phillip Island Waste Transfer Station
- Borrowings need to be capped within the prudential limits that are set by the State Government (currently 60 per cent of rates and charges revenue)
- Debt needs to managed within Council's capital management policy and repaid when it is prudent or expedient to do so.

Infrastructure and Asset Management

Council has developed an Asset Management Policy and Asset Management Strategy Improvement Plan that provides the framework for the review or preparation of asset management plans for all infrastructure asset groups. These Asset Management Plans set out the capital expenditure requirements of Council for the next 20 years by class of asset and are a key input to the LTFP. A further review of the Asset Management Plans is proposed within the next year with a view to these being refreshed and updated where necessary prior to formal adoption by Council in 2022. The Plans predict infrastructure consumption and renewal needs while also considering infrastructure needs for the growing community. Key aspects of the asset planning process are:

- Integration of the long-term capital planning process with the Council Plan, Strategic Resource Plan and Annual Budget
- Development of Asset Service Plans for service areas that are reliant on assets or infrastructure
- Inclusion of known capital projects within the service plans to ensure that they are prioritised appropriately to ensure service outcomes
- The use of a suite of evaluation criteria to prioritise capital projects
- Consistent methodology for allocating annual funding to different asset classes
- The use of a Business Case template (Project on a Page) to document capital project submissions
- Monitoring of asset performance and condition



Rating

Council has increased rates in line with the rate cap since the introduction of rate capping in 2016 and has not applied to the Essential Services Commission (ESC) for variations to the rate cap. Council is very dependent on rates and charges which account for over 80 per cent of its underlying revenue.

The forward planning outlook assumes that Council will continue to increase rates in line with the rate cap while also obtaining an additional 2 per cent annually that is linked to growth within the municipality. The main drivers for the expected growth are the Wonthaggi North East Precinct as well as the release of new land and subdivisions in the sea change localities of the Shire to meet demand from retirees and sea changers moving from metropolitan Melbourne.

Council's waste charges, which are calculated using a cost recovery model, are expected to increase at an above inflation rate of 3 per cent per annum. These charges are expected to increase by 8 per cent per annum from 2025/26 to 2027/28.

Restructuring and consolidation in the waste management sector has reduced competition while 'cost push' pressures linked to environmental challenges for managing and disposing of waste, higher standards and new government charges are contributing to this. While we expect the circular economy initiative will increase the use of recyclable material and markets for this product, this is expected to add to cost pressure in the short term.

Council uses differential rating as a mechanism to provide rate relief for the agricultural community and to encourage development of vacant land. This relief is in addition to the



Rural Land Management Rebate that provides some financial support to farmers who practice land management actions such as weed control, erosion mitigation and wildlife corridor management. The forward financial plan assumes that the differential rate settings will continue in the future with four different rating levels:

100%
Developed land (residential, commercial and industrial) – standard

60%
Recreational land

80%
Farm land

150%
Vacant land

Council will continue to use the Capital Improved Valuation (CIV) method for calculating and apportioning rates. This method which most closely approximates the market value of properties is transparent, well understood and promotes a progressive approach to the taxation of land in the Shire. Property values will be updated annually following a review by the Valuer General Victoria and this will ensure the currency of the valuations used for rating purposes.

The proposed approach to rating is consistent with the Revenue and Rating Plan 2021 that was adopted by Council in June 2021.



5. Financial Resource Planning and Assumptions

Financial Assumptions

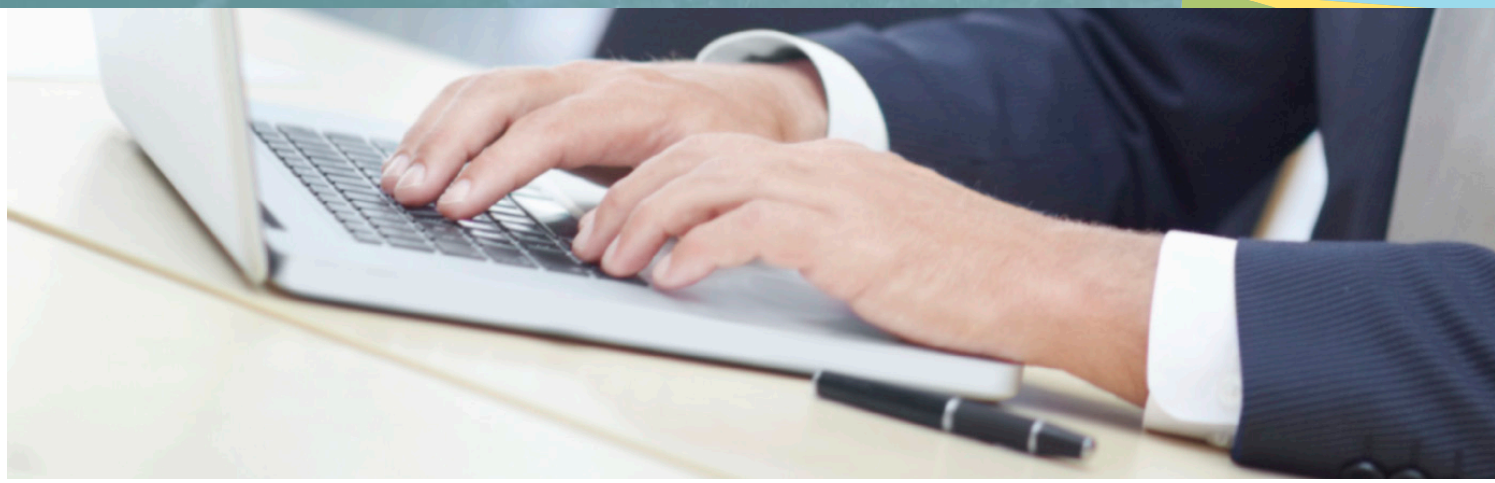
The financial assumptions used by Council for forward planning purposes are reviewed and updated if necessary each year. This update reflects a review of the internal financial position and changes in the external environment. These assumptions are subjected to scenario analysis and sense checking to establish a ten year forecast that best represents Council's financial performance given these assumptions.

The financial information used for 2021/22 (the base year) is consistent with the 2021/22 Budget. A detailed explanation of the financial planning assumptions is set out below.

Assumption	Rationale			
	22/23	23/24	24/25	25/26 to 30/31
Consumer Price Index (CPI)	1.8%	2.0%	2.0%	2.5%
	Based on the current CPI estimate from the State with forward projections based on a reversion to the midpoint of the RBA target rate (2 to 3%) for inflation.			
Rates - price	1.8%	2.0%	2.0%	2.5%
	Based on projected movements in CPI.			
Rates - growth	2.0%	2.0%	2.0%	2.0%
	Linked to expected growth from Wonthaggi North East accompanied by COVID-19/sea change shift from metropolitan Melbourne to regional and lifestyle pockets in Victoria.			
Waste charges - price	3.0%	3.0%	3.0%	3.0% 8.0% (25/26 to 27/28)
	Above inflation cost growth linked to structural cost issues in the waste sector, including limited competition and risks/costs associated with waste disposal.			
Waste charges - growth	2.0%	2.0%	2.0%	2.0%
	Aligned to growth projections for rates.			
Statutory fees - price	1.8%	2.0%	2.0%	2.5%
	Based on projected movements in CPI.			
Statutory fees - growth	2.0%	2.0%	2.0%	2.0%
	In line with expected growth in property (Wonthaggi North East plus lifestyle shift from metro to Regional Victoria).			



Assumption	Rationale			
	22/23	23/24	24/25	25/26 to 30/31
User fees -price	1.8%	2.0%	2.0%	2.5%
	Based on projected movements in CPI.			
User fees - growth	1.0%	1.0%	1.0%	1.0%
	Assume a 50% correlation to property growth.			
Interest revenue - interest rate	0.5%	1.0%	1.5%	2.0%
	Assume a gradual step up in interest rates from 22/23 to a more normal 2.0% per annum.			
Other income	1.8%	2.0%	2.0%	2.5%
	Based on projected movements in CPI.			
Labour costs	1.8%	2.0%	2.0%	2.5%
	Linked to rate cap which is based on projected movements in CPI.			
Labour growth	1.5%	1.5%	1.5%	1.5%
	Assume a 75% correlation with property growth.			
Materials and services - cost	1.8%	2.0%	2.0%	2.5%
	Based on projected movements in CPI with Waste Services costs expected to grow above trend from 2025/26 to 2027/28.			
Materials and services - growth	1.0%	1.0%	1.0%	1.0%
	Assume a 50% correlation to property growth.			
Other expenses	1.8%	2.0%	2.0%	2.5%
	Based on projected movements in CPI.			
Interest paid - interest rate	1.5%	2.0%	2.5%	3.0%
	Expect interest rates to start rising as we emerge from the COVID-19 pandemic.			



6. Projected Financial Outcomes

The LTFP uses a number of key financial indicators to measure and assess Council's projected financial performance. These indicators include measures developed by the Victorian Auditor General's Office (VAGO) and the State Government's Local Government Performance Framework (LGPRF) which is reported and updated annually on the Know Your Council website. The more salient indicators and the projected results and trends for these are as follows:

- **Net Result** – Projected annual operating surpluses that range between $2.4 million and $25.6 million each year with a 10-year average of $16.3 million. The forward projections are significantly impacted by variations in capital grants that are linked to planned major capital projects.
- **Underlying Result** – Projected annual underlying results range from a deficit of 1.3 per cent to a surplus of 9.4 per cent with a 10-year average surplus of 4.4 per cent. Delivery of these surpluses will consolidate Council's sound financial position.
- **Working Capital Ratio** – This is projected to range from a peak of 183 per cent to a trough of 114 per cent. This is above our targeted minimum of 90 per cent and the working capital position is expected to improve in the final years of the plan. Cash and investment holdings are also expected to provide Council with an adequate buffer to address any potential liquidity concerns with these bottoming out at $44 million.
- **Internal Financing Ratio** – This ratio which reflects the percentage of capital expenditure financed from internal cash flow is projected to settle in the medium risk range in the short term. This is due to the large scale of Council's capital program that requires it to use borrowings as a funding source for the major projects portfolio.



- **Borrowings** – Loans and borrowings as a percentage of rate revenue are expected to remain within the 60 per cent State Government prudential limit throughout the life of the Plan. Once the 54 per cent peak has passed our projections are for this ratio to be reduced to 30 per cent as debt is progressively reduced.
- **Renewal Gap Ratio** – Council is projecting healthy levels of renewals capital expenditure over the life of the LTFP with the renewals gap ratio projected to range between a low of 0.84 peaking at a high of 1.62. The 10-year average of 1.20 will enable it to improve the overall condition and restore usable life to the infrastructure and property network that it manages and maintains.
- **Capital Replacement Ratio** – Council is projecting very high levels of capital replacement (renewals, upgrades and new) expenditure over the life of the LTFP. This ratio is projected to range between a low of 1.14 and a peak of 3.30. The 10-year average of 2.40 confirms the magnitude and significant investment that Council is planning to deliver to the community in the form of major transformational capital projects complemented by consistently high levels of renewals and upgrades expenditure.

The LTFP is underpinned by the Funding Statement which projects a balanced budget position over the life of the LTFP. This is after accounting for capital expenditure transactions, financing transactions and transfers to and from Council's reserves. This statement which excludes the financial impact of non-cash revenue and expenditure items including depreciation, amortisation and profits or losses on the disposal of assets, provides the best measure of financial affordability over the long term.

The Long Term Capital Works Plan (LTCWP) has been reviewed with a focus on delivery and affordability. The forward plan as updated provides for a more even distribution of capital funding over the next 10 years.

7. Non-Financial Resources

Our Values

Council has developed a strong bond between its elected Councillors, the local community and its officers. Officers support the community leadership and governance role of Councillors and work together to achieve the Council Plan objectives and commitments. We are committed to a culture where the behaviours of our people are underpinned by the values of:

- Excellence
- Passion
- Integrity
- Imagination
- Courage

Within this behavioral framework Council officers are aware of the need for them to:

- Be part of something bigger
- Put the customer at the centre of everything we do
- Deliver

Our Employees

Council's employees are a key resource. Our workforce has an extensive range of skills and experience. Council aspires to be an employer of choice and to operate collectively to achieve great whole-of-organisation outcomes that are closely aligned to the achievement and delivery of the Council Plan strategies and initiatives. To enable this Council is committed to providing its employees with opportunities for personal and professional development, leadership development, clear guidance and communication within a safe and respectful working environment.

Specific training and development capability training is provided on an ongoing basis in the following areas and disciplines:

- Project management
- Contract management
- Customer service
- Financial management
- Health and workplace safety

8. Attachments

Attachment 1	**Financial Statements**	8 pages
Attachment 2	**Financial Performance Indicators**	2 pages
Attachment 3	**Long Term Capital Works Program**	4 pages
Attachment 4	**Detailed Long Term Capital Works**	8 pages

9. Glossary

Adjusted Underlying Surplus	Is the surplus result after adjusting for non-recurrent capital grants and non-recurrent developer cash or in-kind contributions.
Balanced Budget	Funding statement result which reflects cash inflows (including proceeds from asset sales, proceeds from new borrowings and transfers from reserves) less cash outflows (including capital expenditure, loan repayments and transfers to reserves).
Capital Expenditure	Expenditure on the renewal, upgrade, enhancement or acquisition of infrastructure, land or long life fixed assets such as plant.
Cash Surplus	Net cash flow after accounting for net operational cash flows, net cash flows from financing activities, net cash flows from investing activities and net cash flows from reserves.
Depreciation	The systematic allocation of the value of an asset over its expected useful life.
Developer Contribution	Cash payments or in-kind asset contributions by developers towards the delivery of infrastructure that supports the development of new land including as required by a Development Contributions Plan or Section 173 planning agreement.
Development Contributions Plan	A mechanism used to levy new developments for contributions that ensure the delivery of necessary infrastructure for the emerging community in the development precinct.
Differential Rates	A rating system that enables councils to set different rates in the dollar for different categories of rateable land. This is often done with the purpose of achieving greater equity or efficiency.
Indebtedness Ratio	Is the ratio that compares non-current liabilities to own-sourced revenue. A higher percentage indicates that an organisation is less able to cover its non-current liabilities from its own-source revenue.

Infrastructure Renewal Gap Ratio	Comparison of spending on existing assets through renewal and upgrades to depreciation. A ratio of 100 per cent or higher indicates that expenditure on the asset network is greater than the rate of deterioration in the asset network.
Internal Financing Ratio	Represents Council's ability to generate cash from operations to finance capital expenditure. The higher the percentage, the greater the ability for Council to finance capital works from own funds.
Own Source Revenue	Revenue that excludes all grants and contributions.
Rates Income/Revenue	Revenue from general rates, service charges and special charges.
Rate Cap	The maximum annual rate of increase that councils can apply to their revenue as set by the Minister of Local Government. This is in line with the expected inflation rate for the rating period.
Renewal Expenditure	Capital expenditure on an existing asset or on the replacement of an existing asset that restores the service capability of the asset to its original capability.
Special Rates	A rate or charge declared by Council for a specific purpose.
Underlying Revenue	Is total income/revenue excluding, non-recurrent capital grants, non-monetary asset contributions, developer cash contributions to fund capital expenditure.
Upgrade Expenditure	Capital expenditure on an existing asset that increases the asset's service capacity or increases the useful life of the asset beyond its original life.
Working Capital Ratio	Is the ratio that compares current assets to current liabilities to measure the ability of the organisation to pay its existing liabilities within the next financial year. A ratio greater than one means there are more liquid asset and cash holdings than short-term liabilities.

Comprehensive Income Statement

	Actual		
	2020/21	2021/22	2022/23
	$'000	$'000	$'000
Income			
Rates and charges	66,874	67,102	69,807
Statutory fees and fines	3,001	3,059	3,176
User fees	3,161	4,148	4,265
Grants - Operating	11,602	7,165	7,262
Grants - Capital	3,854	14,524	4,074
Contributions - monetary	719	850	300
Contributions - non-monetary	16,618	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,793)	38	-
Share of net profits/(losses) of associates and joint ventures	145	-	-
Other income	**1,225**	**1,084**	**1,168**
Total income	**104,406**	**97,970**	**90,053**
Expenses			
Employee costs	32,733	31,315	32,357
Materials and services	30,602	31,725	30,665
Depreciation	16,434	15,731	16,093
Amortisation - intangible assets	5	241	219
Amortisation - right of use assets	232	255	259
Bad and doubtful debts	6	10	-
Borrowing costs	297	502	532
Finance Costs - leases	27	25	23
Other expenses	3,409	3,323	7,517
Total expenses	**83,745**	**83,127**	**87,665**
Surplus/(deficit) for the year	**20,661**	**14,843**	**2,388**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment /(decrement)	48,288	-	-
Total comprehensive result	**68,949**	**14,843**	**2,388**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
72,740	75,794	80,086	84,663	89,552	93,798	98,250	102,916
3,305	3,438	3,595	3,758	3,929	4,108	4,295	4,490
4,394	4,526	4,686	4,851	5,022	5,199	5,382	5,572
7,408	7,556	7,707	7,861	8,018	8,179	8,342	8,509
11,276	19,384	17,761	5,927	9,377	6,577	1,834	877
863	360	350	8,000	10,300	300	11,100	300
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
1,316	**1,215**	**1,099**	**1,087**	**1,093**	**998**	**1,275**	**1,597**
101,301	**112,274**	**115,283**	**116,148**	**127,292**	**119,160**	**130,478**	**124,262**
33,500	34,682	36,082	37,538	39,055	40,631	42,272	43,978
31,752	32,422	33,160	34,063	34,963	35,954	36,968	38,004
16,463	16,842	17,229	17,625	18,031	18,445	18,870	19,304
224	228	233	237	242	247	252	258
264	255	251	235	219	224	228	233
-	-	-	-	-	-	-	-
569	678	964	1,096	1,010	1,014	994	880
18	12	7	12	28	25	20	16
7,429	4,571	4,918	6,428	8,120	9,062	9,111	9,537
90,218	**89,691**	**92,843**	**97,234**	**101,668**	**105,602**	**108,714**	**112,209**
11,083	**22,583**	**22,440**	**18,914**	**25,624**	**13,558**	**21,763**	**12,053**
-	-	-	-	-	-	-	-
11,083	**22,583**	**22,440**	**18,914**	**25,624**	**13,558**	**21,763**	**12,053**

Balance Sheet

	Actual		
	2020/21	2021/22	2022/23
	$'000	$'000	$'000
Assets			
Current assets			
Cash and cash equivalents	56,712	53,793	48,453
Trade and other receivables	14,670	9,838	9,095
Other financial assets	19,660	19,660	19,660
Inventories	60	60	60
Total current assets	**91,102**	**83,351**	**77,268**
Non-current assets			
Investments in associates, joint arrangement and subsidiaries	1,970	1,970	1,970
Property, infrastructure, plant & equipment	786,887	814,085	824,084
Right-of-use assets	1,188	1,144	903
Intangible assets	2,175	1,934	1,715
Total non-current assets	**792,220**	**819,132**	**828,671**
Total assets	**883,322**	**902,484**	**905,939**
Liabilities			
Current liabilities			
Trade and other payables	8,815	5,715	6,084
Trust funds and deposits	30,862	29,614	29,769
Provisions	7,222	8,091	7,270
Interest-bearing liabilities	11,981	1,981	2,142
Lease liabilities	227	253	263
Total current liabilities	**59,107**	**45,655**	**45,527**
Non-current liabilities			
Provisions	12,215	11,181	10,968
Interest-bearing liabilities	2,771	21,639	23,293
Lease liabilities	977	914	668
Total non-current liabilities	**15,963**	**33,734**	**34,928**
Total liabilities	**75,070**	**79,388**	**80,456**
Net assets	**808,252**	**823,095**	**825,483**
Equity			
Accumulated surplus	283,266	301,347	309,307
Reserves	524,986	521,748	516,176
Total equity	**808,252**	**823,095**	**825,483**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
43,090	41,104	33,818	25,954	25,378	28,552	28,074	36,177
10,110	11,137	11,463	11,498	12,444	11,727	12,743	12,082
19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660
60	60	60	60	60	60	60	60
72,920	**71,960**	**65,001**	**57,172**	**57,542**	**60,000**	**60,537**	**67,979**
1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970
844,780	875,766	909,692	933,192	958,082	967,208	984,481	984,891
653	408	162	1,451	1,258	1,057	848	630
1,491	1,263	1,031	2,955	2,713	2,466	2,215	1,957
848,894	**879,407**	**912,855**	**939,568**	**964,023**	**972,702**	**989,514**	**989,447**
921,814	**951,367**	**977,855**	**996,741**	**1,021,565**	**1,032,702**	**1,050,051**	**1,057,426**
6,250	6,165	6,381	6,718	7,058	7,381	7,612	7,884
29,927	30,088	30,252	30,420	30,591	30,765	30,943	30,943
7,270	7,272	7,273	7,315	8,411	7,315	7,314	7,057
2,599	5,818	3,763	3,858	4,111	4,358	4,472	3,192
259	260	173	206	214	223	232	242
46,305	**49,603**	**47,842**	**48,517**	**50,384**	**50,043**	**50,573**	**49,317**
10,755	10,540	10,324	12,228	10,874	10,615	10,358	10,358
27,767	31,906	38,101	34,242	33,119	31,499	27,027	23,835
421	169	-	1,250	1,061	859	644	415
38,943	**42,615**	**48,425**	**47,720**	**45,054**	**42,973**	**38,029**	**34,608**
85,248	**92,218**	**96,266**	**96,238**	**95,438**	**93,016**	**88,602**	**83,925**
836,566	**859,149**	**881,589**	**900,503**	**926,127**	**939,685**	**961,449**	**973,501**
324,849	348,255	377,819	404,851	430,358	440,602	461,978	466,603
511,717	510,894	503,770	495,652	495,770	499,084	499,471	506,899
836,566	**859,149**	**881,589**	**900,503**	**926,127**	**939,685**	**961,449**	**973,501**

Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2021 Actual				
Balance at beginning of the financial year	739,303	266,088	427,097	46,118
Surplus/(deficit) for the year	20,661	20,661	-	-
Net asset revaluation increment/(decrement)	48,288	-	48,288	-
Transfers (to)/from other reserves	-	(3,483)	-	3,483
Balance at end of the financial year	**808,252**	**283,266**	**475,385**	**49,601**
2022				
Balance at beginning of the financial year	808,252	283,266	475,385	49,601
Surplus/(deficit) for the year	14,843	14,843	-	-
Transfers (to)/from other reserves	-	3,238	-	(3,238)
Balance at end of the financial year	**823,095**	**301,347**	**475,385**	**46,363**
2023				
Balance at beginning of the financial year	823,095	301,347	475,385	46,363
Surplus/(deficit) for the year	2,388	2,388	-	-
Transfers (to)/from other reserves	(0)	5,572	-	(5,572)
Balance at end of the financial year	**825,483**	**309,307**	**475,385**	**40,791**
2024				
Balance at beginning of the financial year	825,483	309,307	475,385	40,791
Surplus/(deficit) for the year	11,083	11,083	-	-
Transfers (to)/from other reserves	0	4,459	-	(4,459)
Balance at end of the financial year	**836,566**	**324,849**	**475,385**	**36,332**
2025				
Balance at beginning of the financial year	836,566	324,849	475,385	36,332
Surplus/(deficit) for the year	22,583	22,583	-	-
Transfers (to)/from other reserves	0	823	-	(823)
Balance at end of the financial year	**859,149**	**348,255**	**475,385**	**35,509**
2026				
Balance at beginning of the financial year	859,149	348,255	475,385	35,509
Surplus/(deficit) for the year	22,440	22,440	-	-
Transfers (to)/from other reserves	0	7,125	-	(7,125)
Balance at end of the financial year	**881,589**	**377,819**	**475,385**	**28,385**

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2027				
Balance at beginning of the financial year	881,589	377,819	475,385	28,385
Surplus/(deficit) for the year	18,914	18,914	-	-
Transfers (to)/from other reserves	-	8,118	-	(8,118)
Balance at end of the financial year	**900,503**	**404,851**	**475,385**	**20,267**
2028				
Balance at beginning of the financial year	900,503	404,851	475,385	20,267
Surplus/(deficit) for the year	25,624	25,624	-	-
Transfers (to)/from other reserves	-	(118)	-	118
Balance at end of the financial year	**926,127**	**430,358**	**475,385**	**20,385**
2029				
Balance at beginning of the financial year	926,127	430,358	475,385	20,385
Surplus/(deficit) for the year	13,558	13,558	-	-
Transfers (to)/from other reserves	(0)	(3,314)	-	3,314
Balance at end of the financial year	**939,685**	**440,602**	**475,385**	**23,699**
2030				
Balance at beginning of the financial year	939,685	440,602	475,385	23,699
Surplus/(deficit) for the year	21,763	21,763	-	-
Transfers (to)/from other reserves	-	(387)	-	387
Balance at end of the financial year	**961,449**	**461,978**	**475,385**	**24,086**
2031				
Balance at beginning of the financial year	961,449	461,978	475,385	24,086
Surplus/(deficit) for the year	12,053	12,053	-	-
Transfers (to)/from other reserves	-	(7,428)	-	7,428
Balance at end of the financial year	**973,501**	**466,603**	**475,385**	**31,514**

Statement of Cash Flows

	Actual		
	2020/21	2021/22	2022/23
	$'000	$'000	$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities			
Rates and charges	64,471	69,020	69,406
Statutory fees and fines	3,002	3,154	3,166
User fees	5,902	4,705	4,680
Grants - operating	14,423	7,388	7,254
Grants - capital	14,118	14,977	4,931
Contributions - monetary	719	850	300
Interest received	278	421	539
Trust funds and deposits taken	-	152	155
Other receipts	2,626	942	906
Net GST refund / payment	2,746	7,381	5,673
Employee costs	(31,764)	(32,721)	(32,281)
Materials and services	(27,392)	(36,465)	(33,838)
Trust funds and deposits repaid	(58)	-	-
Other payments	(5,541)	(3,637)	(8,587)
Net cash provided by/(used in) operating activities	**43,530**	**36,167**	**22,304**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	(20,359)	(47,907)	(29,211)
Proceeds from sale of property, infrastructure, plant and equipment	330	727	561
Proceeds from sale of investments	9,580	-	-
Net cash provided by/ (used in) investing activities	**(10,449)**	**(47,180)**	**(28,650)**
Cash flows from financing activities			
Finance costs	(324)	(502)	(532)
Proceeds from borrowings	11,737	21,987	3,814
Repayment of borrowings	(12,501)	(13,118)	(2,000)
Interest paid - lease liability	-	(25)	(23)
Repayment of lease liabilities	(221)	(248)	(254)
Net cash provided by/(used in) financing activities	**(1,309)**	**8,095**	**1,005**
Net increase/(decrease) in cash & cash equivalents	**31,772**	**(2,919)**	**(5,341)**
Cash and cash equivalents at the beginning of the financial year	24,940	56,712	53,793
Cash and cash equivalents at the end of the financial year	**56,712**	**53,793**	**48,453**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
72,340	75,348	78,886	82,606	86,528	90,576	94,878	99,366
3,295	3,427	3,582	3,745	3,916	4,092	4,280	4,474
4,823	4,966	5,140	5,321	5,510	5,702	5,904	6,112
7,398	7,542	7,695	7,848	8,007	8,164	8,329	8,495
10,686	18,715	17,894	6,900	9,096	6,806	2,224	956
863	360	350	8,000	10,300	300	11,100	300
674	560	428	400	389	277	536	840
158	161	164	168	171	174	178	-
828	933	1,645	1,950	3,467	4,724	3,204	5,175
6,642	7,488	7,952	7,192	7,366	6,124	6,856	5,523
(33,424)	(34,589)	(35,978)	(37,430)	(38,951)	(40,505)	(42,149)	(43,838)
(34,848)	(35,608)	(36,421)	(37,399)	(38,398)	(39,463)	(40,585)	(41,711)
-	-	-	-	-	-	-	-
(8,052)	(5,137)	(5,258)	(6,814)	(8,700)	(10,892)	(9,928)	(10,353)
31,384	**44,167**	**46,077**	**42,486**	**48,702**	**36,079**	**44,826**	**35,340**
(41,183)	(52,967)	(56,765)	(45,628)	(48,614)	(30,669)	(40,114)	(22,047)
358	407	495	391	1,452	391	407	413
-	-	-	-	-	-	-	-
(40,826)	**(52,560)**	**(56,270)**	**(45,238)**	**(47,162)**	**(30,279)**	**(39,707)**	**(21,634)**
(569)	(678)	(964)	(1,096)	(1,010)	(1,014)	(994)	(880)
7,107	10,000	10,000	-	3,000	2,750	-	-
(2,176)	(2,641)	(5,861)	(3,763)	(3,871)	(4,122)	(4,358)	(4,472)
(18)	(12)	(7)	(12)	(28)	(25)	(20)	(16)
(264)	(261)	(262)	(240)	(207)	(216)	(225)	(234)
4,079	**6,407**	**2,907**	**(5,111)**	**(2,116)**	**(2,626)**	**(5,597)**	**(5,602)**
(5,363)	**(1,987)**	**(7,286)**	**(7,863)**	**(576)**	**3,174**	**(479)**	**8,104**
48,453	43,090	41,104	33,818	25,954	25,378	28,552	28,074
43,090	**41,104**	**33,818**	**25,954**	**25,378**	**28,552**	**28,074**	**36,177**

Statement of Capital Works

	Actual		
	2020/21	2021/22	2022/23
	$'000	$'000	$'000
Property			
Land	3,208	-	500
Land improvements	2,600	5,154	7,211
Total land	**5,808**	**5,154**	**7,711**
Buildings	2,839	28,331	7,062
Total buildings	**2,839**	**28,331**	**7,062**
Total property	**8,647**	**33,485**	**14,772**
Plant and equipment			
Plant, machinery and equipment	844	1,954	2,260
Computers and telecommunications	681	625	625
Total plant and equipment	**1,525**	**2,579**	**2,885**
Infrastructure			
Roads	5,699	5,713	4,107
Bridges	103	91	94
Footpaths and cycleways	1,327	797	1,844
Drainage	475	738	735
Waste management	428	100	2,114
Other infrastructure	161	50	50
Total infrastructure	**8,193**	**7,489**	**8,944**
Total capital works expenditure	**18,365**	**43,552**	**26,601**
Represented by:			
New asset expenditure	6,038	25,735	8,891
Asset renewal expenditure	8,765	13,718	11,846
Asset expansion expenditure	1,222	325	1,825
Asset upgrade expenditure	2,340	3,775	4,039
Total capital works expenditure	18,365	43,552	26,601
Funding sources represented by:			
Grants	14,118	14,524	4,074
Contributions	60	155	-
Council cash	4,187	18,624	19,714
Borrowings	-	10,250	2,814
Total capital works expenditure	**18,365**	**43,552**	**26,601**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
500	500	-	-	500	500	500	500
7,707	5,257	7,722	8,782	9,638	2,973	4,191	2,339
8,207	**5,757**	**7,722**	**8,782**	**10,138**	**3,473**	**4,691**	**2,839**
15,013	28,122	27,614	7,183	9,506	11,432	6,561	6,692
15,013	**28,122**	**27,614**	**7,183**	**9,506**	**11,432**	**6,561**	**6,692**
23,220	**33,880**	**35,336**	**15,964**	**19,644**	**14,906**	**11,252**	**9,531**
1,535	1,580	1,920	1,510	1,360	1,480	1,460	1,570
625	625	625	625	625	625	625	625
2,160	**2,205**	**2,545**	**2,135**	**1,985**	**2,105**	**2,085**	**2,195**
5,033	5,022	9,339	14,476	14,405	4,593	4,716	4,864
1,098	1,602	606	1,112	110	119	124	129
4,414	4,102	2,156	2,256	1,586	1,591	1,596	1,602
1,102	1,180	1,323	1,517	1,460	1,562	13,689	1,717
407	157	250	3,970	5,000	3,000	3,000	-
50	50	50	50	50	50	50	50
12,104	**12,113**	**13,724**	**23,381**	**22,611**	**10,916**	**23,176**	**8,362**
37,485	**48,197**	**51,605**	**41,480**	**44,240**	**27,926**	**36,513**	**20,088**
19,475	28,074	27,872	10,335	15,590	12,110	7,615	3,120
13,708	14,426	14,744	14,567	13,999	14,407	14,772	15,196
625	882	625	2,645	325	325	325	325
3,677	4,815	8,364	13,933	14,326	1,084	13,801	1,447
37,485	48,197	51,605	41,480	44,240	27,926	36,513	20,088
11,276	19,384	17,761	5,927	9,377	6,577	1,834	877
563	60	50	7,700	10,000	-	10,800	-
19,622	22,087	27,127	27,853	21,863	18,599	23,879	19,211
6,024	6,667	6,667	-	3,000	2,750	-	-
37,485	**48,197**	**51,605**	**41,480**	**44,240**	**27,926**	**36,513**	**20,088**

Funding Impact Statement

	Actual		
	2020/21	2021/22	2022/23
	$'000	$'000	$'000
Revenue			
Rates and charges	69,565	67,102	69,807
Statutory fees and fines	3,002	3,059	3,176
User fees	3,091	4,148	4,265
Grants - operating	14,423	7,165	7,262
Contributions - monetary	260	104	60
Interest revenue	278	421	539
Other income	636	559	569
Total revenue	**91,255**	**82,558**	**85,679**
Proceeds			
Sale of assets	331	661	510
Total proceeds	**331**	**661**	**510**
Expenses			
Employee costs	(32,732)	(31,315)	(32,357)
Materials and services	(28,978)	(31,725)	(30,665)
Borrowing costs	(324)	(527)	(555)
Other expenses	(4,448)	(3,581)	(7,772)
Total expenses	**(66,482)**	**(67,147)**	**(71,348)**
Reserve fund movements			
Transfers from/(to) reserves	(20,585)	3,238	5,572
Net reserve movements	**(20,585)**	**3,238**	**5,572**
Capital expenditure and income			
Grants - capital	14,118	14,524	4,074
Contributions - monetary	2,314	850	300
Repayment of borrowings	(12,502)	(13,118)	(2,000)
New loans	11,737	21,987	3,814
Capital works	(19,728)	(43,552)	(26,601)
Net capital works and income	**(4,061)**	**(19,310)**	**(20,413)**
Surplus/(deficit)	**458**	**(0)**	**(0)**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
72,740	75,794	80,086	84,663	89,552	93,798	98,250	102,916
3,305	3,438	3,595	3,758	3,929	4,108	4,295	4,490
4,394	4,526	4,686	4,851	5,022	5,199	5,382	5,572
7,408	7,556	7,707	7,861	8,018	8,179	8,342	8,509
61	63	64	65	66	68	69	70
674	560	428	400	389	277	536	840
580	592	607	622	638	654	670	687
89,162	**92,529**	**97,172**	**102,221**	**107,615**	**112,282**	**117,544**	**123,084**
325	370	450	355	1,320	355	370	375
325	**370**	**450**	**355**	**1,320**	**355**	**370**	**375**
(33,500)	(34,682)	(36,082)	(37,538)	(39,055)	(40,631)	(42,272)	(43,978)
(31,752)	(32,422)	(33,960)	(35,825)	(37,870)	(39,084)	(40,339)	(41,634)
(587)	(691)	(971)	(1,107)	(1,038)	(1,038)	(1,014)	(896)
(7,693)	(4,832)	(4,379)	(4,907)	(5,420)	(6,148)	(5,965)	(6,141)
(73,532)	**(72,627)**	**(75,393)**	**(79,377)**	**(83,383)**	**(86,902)**	**(89,590)**	**(92,649)**
4,459	823	7,125	8,118	(118)	(3,314)	(387)	(7,428)
4,459	**823**	**7,125**	**8,118**	**(118)**	**(3,314)**	**(387)**	**(7,428)**
11,276	19,384	17,761	5,927	9,377	6,577	1,834	877
863	360	350	8,000	10,300	300	11,100	300
(2,176)	(2,641)	(5,861)	(3,763)	(3,871)	(4,122)	(4,358)	(4,472)
7,107	10,000	10,000	-	3,000	2,750	-	-
(37,485)	(48,197)	(51,605)	(41,480)	(44,240)	(27,926)	(36,513)	(20,088)
(20,415)	**(21,095)**	**(29,355)**	**(31,316)**	**(25,433)**	**(22,421)**	**(27,938)**	**(23,383)**
(0)	**0**	**(0)**	**0**	**(0)**	**0**	**(0)**	**0**

Statement of Investment Reserves

	Actual		
	2020/21	2021/22	2022/23
	$'000	$'000	$'000
Art in public places	107	107	107
Constrained works (carry forward)	18,699	18,699	18,699
Future sustainability fund	200	350	350
Landfill rehabilitation reserve	5,603	5,603	2,803
LGFV sinking fund	1,589	1,854	2,119
Resort & recreation interest reserve	907	797	500
Share of Associate's reserves (WGRLC)	241	241	241
Skate park	509	509	159
Strategic works	11,364	11,853	8,553
Unallocated surplus	6,714	2,182	3,092
VGC grant received in advance	3,168	3,168	3,168
Wonthaggi North East land acquisitions reserve	500	1,000	1,000
Total reserves	**49,601**	**46,363**	**40,791**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
107	107	107	107	107	107	107	107
18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699
350	350	350	350	350	350	350	350
-	-	-	-	-	-	-	-
2,385	2,650	-	-	-	-	-	-
400	400	-	-	-	-	-	-
241	241	241	241	241	241	241	241
159	159	159	159	159	159	159	159
7,553	6,553	7	7	7	7	7	7
2,270	2,182	4,654	(3,464)	(3,346)	(32)	355	7,783
3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168
1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
36,332	**35,509**	**28,385**	**20,267**	**20,385**	**23,699**	**24,086**	**31,514**

Financial performance indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. 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	Actual	
		2020/21	2021/22
Operating position			
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	0.3%	0.3%
Liquidity			
Working Capital	Current assets / current liabilities	154.1%	182.6%
Unrestricted cash	Unrestricted cash / current liabilities	68.7%	89.3%
Obligations			
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	23.0%	35.7%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	20.0%	20.6%
Indebtedness	Non-current liabilities / own source revenue	22.3%	44.8%
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	67.6%	111.2%
Stability			
Rates concentration	Rate revenue / adjusted underlying revenue	76.3%	79.2%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	N/A	N/A
Efficiency			
Expenditure level	Total expenses/ no. of property assessments	$2,536	$2,517
Revenue level	Total rate revenue / no. of property assessments	$2,025	$2,032

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

									Trend
2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/o/-
-1.3%	-0.2%	3.9%	5.2%	5.6%	6.2%	6.6%	8.1%	9.4%	+
169.7%	157.5%	145.1%	135.9%	117.8%	114.2%	119.9%	119.7%	137.8%	-
89.7%	85.9%	77.5%	79.7%	78.8%	74.1%	74.0%	71.2%	74.4%	-
37.0%	42.3%	50.4%	53.4%	46.4%	43.3%	39.8%	33.4%	27.3%	o
3.7%	3.8%	4.4%	8.7%	5.9%	5.7%	5.7%	5.7%	5.4%	+
44.6%	47.7%	50.2%	54.2%	50.6%	45.3%	41.3%	34.8%	30.2%	o
98.7%	105.6%	114.2%	134.1%	161.7%	157.1%	84.0%	151.4%	86.2%	+
79.5%	79.7%	80.1%	80.0%	79.7%	79.3%	79.7%	79.8%	79.8%	o
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	o
$2,655	$2,732	$2,716	$2,812	$2,945	$3,079	$3,198	$3,292	$3,398	-
$2,114	$2,203	$2,295	$2,425	$2,564	$2,712	$2,841	$2,975	$3,117	+

VAGO Indicators

Indicator	Risk Assessment Criteria			Unit	Actual	
					2020/21	2021/22
Net result	Less than negative 10%	Negative 10% to 0%	Greater than 0%	%	19.3%	15.2%
Adjusted underlying result	Less than 0%	0% - 5%	Greater than 5%	%	0.3%	0.3%
Liquidity	Less than 0.75	0.75 - 1.0	Greater than 1.0	x	1.54	1.83
Internal financing	Less than 75%	75% - 100%	Greater than 100%	%	213.8%	75.5%
Indebtedness	Greater than 60%	40% - 60%	Less than 40%	%	22.3%	44.8%
Capital replacement ratio	Less than 1.0	1.0 - 1.5	Greater than 1.5	x	1.24	3.05
Renewal gap ratio	Less than 0.5	0.5 - 1.0	Greater than 1.0	x	0.68	1.11

2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
2.7%	10.9%	20.1%	19.5%	16.3%	20.1%	11.4%	16.7%	9.7%
-1.3%	-0.2%	3.9%	5.2%	5.6%	6.2%	6.6%	8.1%	9.4%
1.70	1.57	1.45	1.36	1.18	1.14	1.20	1.20	1.38
76.4%	76.2%	83.4%	81.2%	93.1%	100.2%	117.6%	111.7%	160.3%
44.6%	47.7%	50.2%	54.2%	50.6%	45.3%	41.3%	34.8%	30.2%
1.82	2.50	3.15	3.29	2.59	2.70	1.66	2.13	1.14
0.99	1.06	1.14	1.34	1.62	1.57	0.84	1.51	0.86

Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (High Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Major Projects				
Climate Change Actions	40,000	445,000	370,000	375,000
Cowes Activity Centre Plan	150,000	-	2,250,000	-
Cowes Cultural and Community Centre Redevelopment	20,700,000	2,800,000	-	-
Implementation of Smiths Beach Master Plan	-	-	-	-
Old Wonthaggi Secondary College Site Redevelopment	-	1,000,000	500,000	-
Other Waste/Depot Infrastructure	-	2,114,000	407,000	-
Phillip Island Recreation Reserve	-	-	-	-
Public Realm Improvements Cowes	-	2,200,000	-	-
Wonthaggi Activity Centre Plan priorities	250,000	-	3,200,000	-
Rhyll Boat Ramp and Jetty	1,000,000	2,850,000	-	-
Dinosaurs Trail Project	50,000	-	-	1,000,000
Dinosaurs Sound and Light	-	-	-	-
Dinosaur Museum	-	-	-	-
Phillip Island Transfer Station / Gap Road	100,000	-	-	100,000
Unsealed Roads Upgrade	500,000	-	1,000,000	865,000
Strategic Pathways Tracks and Trails	80,169	1,282,498	3,758,335	3,531,114
Aquatics & Leisure Centres	-	-	6,500,000	20,000,000
Gap Road Master Plan Implementation	-	-	-	250,000
Road and Drainage Improvement Program	136,430	315,408	-	-
Wonthaggi NE PSP	-	-	500,000	500,000
Strategic Land Acquisitions	-	500,000	500,000	500,000
Major Projects Total	**23,006,599**	**13,506,906**	**18,985,335**	**27,121,114**

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
490,000	490,000	560,000	560,000	560,000	560,000	4,450,000	-
-	-	-	-	500,000	-	2,900,000	-
-	-	-	-	-	-	23,500,000	-
100,000	300,000	400,000	500,000	-	-	1,300,000	-
-	-	-	-	-	-	1,500,000	50,000,000
-	-	-	-	-	-	2,521,000	20,000,000
-	-	-	-	-	-	-	19,850,000
-	-	-	-	-	-	2,200,000	-
-	-	-	-	-	-	3,450,000	-
-	-	-	-	-	-	3,850,000	-
2,000,000	2,000,000	950,000	-	-	-	6,000,000	-
500,000	2,500,000	4,000,000	-	-	-	7,000,000	-
-	-	2,000,000	5,000,000	-	-	7,000,000	-
250,000	1,650,000	5,000,000	3,000,000	3,000,000	-	13,100,000	-
-	-	-	-	-	-	2,365,000	-
1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	15,152,116	8,000,000
20,000,000	-	-	-	-	-	46,500,000	46,500,000
750,000	500,000	-	-	-	-	1,500,000	4,500,000
5,063,827	10,157,398	10,161,727	-	12,000,000	-	37,834,790	-
500,000	500,000	500,000	500,000	500,000	500,000	4,000,000	4,000,000
-	-	500,000	500,000	500,000	500,000	3,500,000	-
31,153,827	**19,097,398**	**25,071,727**	**11,060,000**	**18,060,000**	**2,560,000**	**189,622,906**	**152,850,000**

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Continued
Long Term Capital Works Program 2021-2031
10 Year Capital Works Program

Indicator	Budget				
	2021/22	2022/23	2023/24	2024/25	
Minor Projects					
Cottosloe Ave Carpark, Cape Woolamai	-	-	60,000	550,000	
Cowes East Foreshore Rock Revetment Wall and Beach Access	1,496,743	-	-	-	
Footpath gaps program (RAMP)	325,000	325,000	325,000	325,000	
Inverloch Foreshore Master Plan Abbot Street Carpark	-	-	50,000	240,000	
Pioneer Bay Reserve, Toilets & Community Meeting Space	-	-	-	43,320	
Public Art	50,000	50,000	50,000	50,000	
Thompson Reserve, New Reserve Entry and Carpark at Cuttriss Street	-	-	-	-	
Ventnor Common & Old Pine Plantation Master Plan, Healthy Activity Stations & Lookout Mound	-	-	-	210,000	
Local Road Safety/Road Asset Management Plan (RAMP)	238,154	353,717	369,291	384,877	
Cuttriss Street Activity Plan Projects	54,400	-	90,000	-	
Council-run Cemeteries Masterplan Works	25,000	-	-	-	
Council-run Cemeteries Burial Sites	230,000	-	-	208,000	
Smart Parking Infrastructure	300,000	-	-	-	
Corinella Footpaths and Seating	108,500	-	-	-	
Bridges Upgrade Program	-	-	500,000	1,000,000	
Bay Beach Cape Paterson Master Plan Implementation	-	-	-	-	
Smiths Beach Beachcomber YCW Activity Plans Implementation	-	-	47,249	211,900	
Kindergartens	-	70,000	1,300,000	800,000	

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
-	-	-	-	-	-	610,000	-
-	-	-	-	-	-	1,496,743	-
325,000	325,000	325,000	325,000	325,000	325,000	3,250,000	-
-	-	-	-	-	-	290,000	-
252,203	-	-	-	-	-	295,523	-
50,000	50,000	50,000	50,000	50,000	50,000	500,000	-
119,676	-	-	-	-	-	119,676	-
-	-	-	-	-	-	210,000	-
491,999	399,299	406,781	414,451	420,740	427,155	3,906,464	-
80,000	670,000	-	-	-	-	894,400	-
468,000	245,000	530,000	-	500,000	510,000	2,278,000	-
194,000	-	-	250,000	255,000	-	1,137,000	-
-	-	-	-	-	-	300,000	-
-	-	-	-	-	-	108,500	-
500,000	1,000,000	-	-	-	-	3,000,000	-
80,000	600,000	-	-	110,000	750,000	1,540,000	800,000
235,650	596,275	497,579	-	-	-	1,588,653	-
300,000	-	-	-	-	-	2,470,000	-

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Long Term Capital Works Program 2021-2031
10 Year Capital Works Program

Indicator	Budget				
	2021/22	2022/23	2023/24	2024/25	
Minor Projects					
Pavilion Upgrades	2,500,000	500,000	1,200,000	1,550,000	
Grantville Cell 8 Construction	-	-	-	57,000	
Grantville Cell 9 Construction	-	-	-	-	
Playspaces	-	230,000	300,000	1,000,000	
Courts	-	-	-	500,000	
Recreation Projects Design	-	50,000	50,000	50,000	
Skate Parks	-	-	350,000	-	
Sporting Fields Upgrades	1,500,000	120,000	-	-	
Dog Parks	-	-	100,000	100,000	
Minor Community Projects	-	200,000	200,000	200,000	
Minor Projects Total	**6,827,797**	**1,898,717**	**4,991,540**	**7,480,097**	
Landfill Rehabilitation					
Grantville Cell 5 Rehabilitation and Capping	-	825,000	-	-	
Grantville Cell 6 Rehabilitation and Capping	-	-	-	-	
Wonthaggi Landfill Rehabilitation	-	3,000,000	-	-	
Inverloch Landfill Rehabilitation	-	-	3,000,000	-	
Grantville Old Landfill Capping	-	500,000	500,000	-	
Landfill Rehabilitation Total	**-**	**4,325,000**	**3,500,000**	**-**	
Asset Renewal Programs					
Bridges renewal program	91,224	93,986	597,782	601,736	
Buildings & Open Space renewal program	5,130,741	3,691,685	6,013,419	5,729,098	

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
1,000,000	1,000,000	1,200,000	-	-	-	8,950,000	-
-	2,320,000	-	-	-	-	2,377,000	-
-	-	-	-	-	-	-	2,500,000
940,000	350,000	-	-	-	-	2,820,000	-
200,000	600,000	1,300,000	-	-	-	2,600,000	-
60,000	60,000	60,000	70,000	70,000	70,000	540,000	-
350,000	-	-	750,000	750,000	-	2,200,000	-
-	-	500,000	400,000	1,000,000	-	3,520,000	-
100,000	100,000	100,000	-	-	-	500,000	-
200,000	200,000	200,000	200,000	200,000	200,000	1,800,000	-
5,946,528	**8,515,574**	**5,169,360**	**2,459,451**	**3,680,740**	**2,332,155**	**49,301,959**	**3,300,000**
-	-	-	-	-	-	825,000	-
-	-	-	1,095,000	-	-	1,095,000	-
-	-	-	-	-	-	3,000,000	-
-	-	-	-	-	-	3,000,000	-
-	-	-	-	-	-	1,000,000	-
-	**-**	**-**	**1,095,000**	**-**	**-**	**8,920,000**	**-**
105,846	111,729	110,119	119,200	123,968	128,927	2,084,517	-
6,061,540	6,182,688	6,306,256	6,432,381	6,561,029	6,692,249	58,801,086	-

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Long Term Capital Works Program 2021-2031
10 Year Capital Works Program

Indicator	Budget				
	2021/22	2022/23	2023/24	2024/25	
Carparks renewal program	112,245	115,644	117,955	120,319	
Computers and telecommunications renewal program	625,000	625,000	625,000	625,000	
Pathways renewal program	229,403	236,349	241,073	245,904	
Plant, Fleet & Equipment renewal program	1,953,500	2,110,000	1,505,000	1,550,000	
Rural Roads renewal program	1,708,991	1,758,422	1,829,597	1,891,439	
Storm Water renewal program	737,519	735,418	811,827	889,773	
Street decoration renewal program	-	-	11,834	12,071	
Unsealed Roads renewal program	493,762	508,715	518,882	529,281	
Urban Roads renewal program	2,635,388	1,170,406	1,205,396	1,241,639	
Playspace Renewal Program	-	-	-	130,000	
Court Renewal Program	-	-	-	-	
WUCAC	-	150,000	30,000	30,000	
Asset Renewal Programs Total	**13,717,773**	**11,195,625**	**13,507,765**	**13,596,260**	
Grand Total	**43,552,169**	**30,926,248**	**40,984,640**	**48,197,471**	

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
122,724	127,688	127,678	130,232	132,837	135,493	1,242,815	-
625,000	625,000	625,000	625,000	625,000	625,000	6,250,000	-
250,819	261,483	260,945	266,164	271,487	276,917	2,540,544	-
1,890,000	1,480,000	1,330,000	1,450,000	1,430,000	1,540,000	16,238,500	-
1,918,496	2,061,575	1,995,949	2,096,392	2,159,284	2,245,655	19,665,800	-
968,794	1,069,159	1,007,906	1,271,961	1,399,157	1,427,140	10,318,654	-
12,313	12,559	12,810	13,066	13,327	13,594	101,574	-
539,860	561,952	561,655	572,888	584,346	596,033	5,467,373	-
1,279,045	1,343,595	1,330,682	1,399,683	1,441,673	1,484,924	14,532,431	-
300,000	-	-	-	-	-	430,000	-
400,000	-	300,000	-	-	-	700,000	-
30,000	30,000	30,000	30,000	30,000	30,000	390,000	-
14,504,437	**13,867,428**	**13,999,000**	**14,406,967**	**14,772,108**	**15,195,932**	**38,763,295**	**-**
51,604,792	**41,480,400**	**44,240,087**	**29,021,418**	**36,512,848**	**20,088,086**	**386,608,160**	**156,150,000**

Long Term Capital Works Program 2021-2031
10 Year Capital Works Program - Funding Sources

Project	
Major Projects	
Aquatics & Leisure Centres	
Climate Change Actions	
Cowes Activity Centre Plan	
Cowes Cultural and Community Centre Redevelopment	
Dinosaur Museum	
Dinosaurs Trail Project	
Gap Road Master Plan Implementation	
Implementation of Smiths Beach Master Plan	
Old Wonthaggi Secondary College Site Redevelopment	
Other Waste/Depot Infrastructure	
Phillip Island Transfer Station / Gap Road	
Public Realm Improvements, Cowes	
Rhyll Boat Ramp and Jetty	
Road and Drainage Improvement Program	
Dinosaurs Sound and Light	
Strategic Land Acquisitions	
Strategic Pathways Tracks and Trails	
Unsealed Roads Upgrade	
Wonthaggi Activity Centre Plan priorities	
Wonthaggi NE PSP	
Major Projects Total	

Expenditure	Council Rates	Reserves	Grants	Contributions	Asset Sales	Borrowings
46,500,000	-	-	31,000,000	-	-	15,500,000
4,450,000	4,450,000	-	-	-	-	-
2,900,000	500,000	150,000	-	-	-	2,250,000
23,500,000	1,000,000	6,100,000	6,400,000	-	-	10,000,000
7,000,000	-	-	7,000,000	-	-	-
6,000,000	-	1,500,000	4,500,000	-	-	-
1,500,000	1,500,000	-	-	-	-	-
1,300,000	1,300,000	-	-	-	-	-
1,500,000	500,000	1,000,000	-	-	-	-
2,521,000	1,200,000	-	300,000	-	-	1,021,000
13,100,000	6,350,000	-	-	-	1,000,000	5,750,000
2,200,000	-	-	-	-	-	2,200,000
3,850,000	-	-	3,850,000	-	-	-
37,834,790	9,534,790	-	-	28,300,000	-	-
7,000,000	-	1,000,000	6,000,000	-	-	-
3,500,000	3,500,000	-	-	-	-	-
15,152,116	11,277,532	282,498	3,592,086	-	-	-
2,365,000	1,892,000	-	-	473,000	-	-
3,450,000	-	-	2,000,000	-	-	1,450,000
4,000,000	4,000,000	-	-	-	-	-
189,622,906	**47,004,322**	**10,032,498**	**64,642,086**	**28,773,000**	**1,000,000**	**38,171,000**

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Long Term Capital Works Program 2021-2031

10 Year Capital Works Program - Funding Sources

Project
Minor Projects
Bay Beach Cape Paterson Master Plan Implementation
Bridges Upgrade Program
Corinella Footpaths and Seating
Cottosloe Ave Carpark Cape Woolamai
Council-run Cemeteries Burial Sites
Council-run Cemeteries Masterplan Works
Courts
Cowes East Foreshore Rock Revetment Wall and Beach Access
Cuttriss Street Activity Plan Projects
Dog Parks
Footpath gaps program (RAMP)
Grantville Cell 8 Construction
Inverloch Foreshore Master Plan Abbot Street Carpark
Kindergartens
Local Road Safety/Road Asset Management Plan (RAMP)
Minor Community Projects
Pavilion Upgrades
Pioneer Bay Reserve, Toilets & Community Meeting Space
Playspaces
Public Art
Recreation Projects Design

Expenditure	Council Rates	Reserves	Grants	Contributions	Asset Sales	Borrowings
1,540,000	1,540,000	-	-	-	-	-
3,000,000	1,000,000	-	2,000,000	-	-	-
108,500	108,500	-	-	-	-	-
610,000	610,000	-	-	-	-	-
1,137,000	1,137,000	-	-	-	-	-
2,278,000	2,278,000	-	-	-	-	-
2,600,000	1,400,000	200,000	1,000,000	-	-	-
1,496,743	396,743	-	1,100,000	-	-	-
894,400	894,400	-	-	-	-	-
500,000	250,000	-	250,000	-	-	-
3,250,000	3,250,000	-	-	-	-	-
2,377,000	2,377,000	-	-	-	-	-
290,000	290,000	-	-	-	-	-
2,470,000	470,000	-	2,000,000	-	-	-
3,906,464	3,906,464	-	-	-	-	-
1,800,000	1,800,000	-	-	-	-	-
8,950,000	3,070,000	-	5,550,000	330,000	-	-
295,523	295,523	-	-	-	-	-
2,820,000	1,120,000	550,000	1,000,000	150,000	-	-
500,000	500,000	-	-	-	-	-
540,000	540,000	-	-	-	-	-

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Long Term Capital Works Program 2021-2031

10 Year Capital Works Program - Funding Sources

Project
Skate Parks
Smart Parking Infrastructure
Smiths Beach Beachcomber YCW Activity Plans Implementation
Sporting Fields Upgrades
Thompson Reserve, New Reserve Entry and Carpark at Cuttriss Street
Ventnor Common & Old Pine Plantation Master Plan, Healthy Activity Stations & Lookout Mound
Minor Projects Total
Landfill Rehabilitation
Grantville Cell 5 Rehabilitation and Capping
Grantville Cell 6 Rehabilitation and Capping
Grantville Old Landfill Capping
Inverloch Landfill Rehabilitation
Wonthaggi Landfill Rehabilitation
Landfill Rehabilitation Total
Asset Renewal Programs
Bridges renewal program
Buildings & Open Space renewal program
Carparks renewal program
Computers and telecommunications renewal program
Court Renewal Program
Pathways renewal program
Plant, Fleet & Equipment renewal program
Playspace Renewal Program
Rural Roads renewal program

Expenditure	Council Rates	Reserves	Grants	Contributions	Asset Sales	Borrowings
2,200,000	600,000	350,000	1,250,000	-	-	-
300,000	300,000	-	-	-	-	-
1,588,653	1,588,653	-	-	-	-	-
3,520,000	835,000	230,000	2,380,000	75,000	-	-
119,676	119,676	-	-	-	-	-
210,000	210,000	-	-	-	-	-
49,301,959	**30,886,959**	**1,330,000**	**16,530,000**	**555,000**	**-**	**-**
825,000	-	825,000	-	-	-	-
1,095,000	-	1,095,000	-	-	-	-
1,000,000	-	1,000,000	-	-	-	-
3,000,000	-	3,000,000	-	-	-	-
3,000,000	-	3,000,000	-	-	-	-
8,920,000	**-**	**8,920,000**	**-**	**-**	**-**	**-**
2,084,517	2,084,517	-	-	-	-	-
58,801,086	58,801,086	-	-	-	-	-
1,242,815	1,242,815	-	-	-	-	-
6,250,000	6,250,000	-	-	-	-	-
700,000	700,000	-	-	-	-	-
2,540,544	2,540,544	-	-	-	-	-
16,238,500	12,147,500	-	-	-	4,091,000	-
430,000	430,000	-	-	-	-	-
19,665,800	10,796,302	-	8,869,498	-	-	-

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Long Term Capital Works Program 2021-2031

10 Year Capital Works Program - Funding Sources

Project
Storm Water renewal program
Street decoration renewal program
Unsealed Roads renewal program
Urban Roads renewal program
WUCAC
Asset Renewal Programs Total
Grand Total

Expenditure	Council Rates	Reserves	Grants	Contributions	Asset Sales	Borrowings
10,318,654	10,248,654	-	70,000	-	-	-
101,574	101,574	-	-	-	-	-
5,467,373	5,467,374	-	-	-	-	-
14,532,431	13,032,431	-	1,500,000	-	-	-
390,000	390,000	-	-	-	-	-
138,763,295	**124,232,797**	**-**	**10,439,498**	**-**	**4,091,000**	**-**
386,608,160	**202,124,078**	**20,282,498**	**91,611,584**	**29,328,000**	**5,091,000**	**38,171,000**

Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Major Projects				
Climate Change Actions	40,000	445,000	370,000	375,000
Cowes Activity Centre Plan	150,000	-	2,250,000	-
Cowes Cultural and Community Centre Redevelopment	20,700,000	2,800,000	-	-
Implementation of Smiths Beach Master Plan	-	-	-	-
Old Wonthaggi Secondary College Site Redevelopment	-	1,000,000	500,000	-
Other Waste/Depot Infrastructure				
Grantville Landfill Micro Turbines	-	1,500,000	-	-
Infrastructure Gaps Analysis Low Priority	-	-	407,000	-
Infrastructure Gaps Analysis Medium Priority	-	614,000	-	-
Other Waste/Depot Infrastructure Total	**-**	**2,114,000**	**407,000**	**-**
Phillip Island Recreation Reserve	-	-	-	-
Public Realm Improvements, Cowes	-	2,200,000	-	-
Wonthaggi Activity Centre Plan priorities	250,000	-	3,200,000	-
Rhyll Boat Ramp and Jetty	1,000,000	2,850,000	-	-
Dinosaurs Trail Project	50,000	-	-	1,000,000
Dinosaurs Sound and Light	-	-	-	-
Dinosaur Museum	-	-	-	-
Phillip Island Transfer Station / Gap Road				
Gap Road	100,000	-	-	-
Phillip Island Infrastructure Maintenance Depot	-	-	-	100,000

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
490,000	490,000	560,000	560,000	560,000	560,000	4,450,000	-
-	-	-	-	500,000	-	2,900,000	-
-	-	-	-	-	-	23,500,000	-
100,000	300,000	400,000	500,000	-	-	1,300,000	-
-	-	-	-	-	-	1,500,000	50,000,000
-	-	-	-	-	-	1,500,000	-
-	-	-	-	-	-	407,000	-
-	-	-	-	-	-	614,000	-
-	**-**	**-**	**-**	**-**	**-**	**2,521,000**	**20,000.00**
-	-	-	-	-	-	-	19,850,000
-	-	-	-	-	-	2,200,000	-
-	-	-	-	-	-	3,450,000	-
-	-	-	-	-	-	3,850,000	-
2,000,000	2,000,000	950,000	-	-	-	6,000,000	-
500,000	2,500,000	4,000,000	-	-	-	7,000,000	-
-	-	2,000,000	5,000,000	-	-	7,000,000	-
-	-	-	-	-	-	100,000	-
250,000	1,650,000	1,000,000	3,000,000	3,000,000	-	9,000,000	-

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Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Phillip Island Transfer Station	-	-	-	-
Phillip Island Transfer Station / Gap Road Total	100,000	-	-	100,000
Unsealed Roads Upgrade				
San Remo Roads Drainage & Footpaths Shetland Heights Potters Hill	500,000	-	1,000,000	865,000
Unsealed Roads Upgrade Total	500,000	-	1,000,000	865,000
Strategic Pathways Tracks and Trails				
Corinella Connection Pathway	-	282,498	-	-
Cowes-Rhyll Road	80,169	-	-	500,000
Tracks and Trails	-	1,000,000	1,000,000	1,000,000
Wonthaggi - Inverloch Path	-	-	2,758,335	2,031,114
Strategic Pathways Tracks and Trails Total	80,169	1,282,498	3,758,335	3,531,114
Aquatics & Leisure Centres	-	-	6,500,000	20,000,000
Gap Road Master Plan Implementation	-	-	-	250,000
Road and Drainage Improvement Program				
Smiths Beach and Beachcomber Estate Road and Drainage Improvement (Design)	-	-	-	-
Surf Beach and Sunderland Bay Road and Drainage Improvement	136,430	315,408	-	-
Road and Drainage Improvement Program Total	**136,430**	**315,408**	**-**	**-**
Wonthaggi NE PSP	-	-	500,000	500,000
Strategic Land Acquisitions	-	500,000	500,000	500,000
Major Projects Total	23,006,599	13,506,906	18,985,335	27,121,114

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
-	-	4,000,000	-	-	-	4,000,000	-
250,000	1,650,000	5,000,000	3,000,000	3,000,000	-	13,100,000	-
-	-	-	-	-	-	2,365,000	-
-	-	-	-	-	-	2,365,000	-
-	-	-	-	-	-	282,498	-
500,000	-	-	-	-	-	1,080,169	-
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,000,000	-
-	-	-	-	-	-	4,789,449	-
1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	,000,000	15,152,116	8,000,000
20,000,000	-	-	-	-	-	46,500,000	46,500,000
750,000	500,000	-	-	-	-	1,500,000	4,500,000
63,827	157,398	161,727	-	12,000,000	-	12,382,952	-
5,000,000	10,000,000	10,000,000	-	-	-	25,451,838	-
5,063,827	**10,157,398**	**10,161,727**	**-**	**12,000,000**	**-**	**37,834,790**	**-**
500,000	500,000	500,000	500,000	500,000	500,000	4,000,000	4,000,000
-	-	500,000	500,000	500,000	500,000	3,500,000	-
31,153,827	19,097,398	25,071,727	11,060,000	18,060,000	2,560,000	189,622,906	152,850,000

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Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Minor Projects				
Cottosloe Ave Carpark, Cape Woolamai	-	-	60,000	550,000
Cowes East Foreshore Rock Revetment Wall and Beach Access	1,496,743	-	-	-
Footpath gaps program (RAMP)	325,000	325,000	325,000	325,000
Inverloch Foreshore Master Plan Abbot Street Carpark	-	-	50,000	240,000
Pioneer Bay Reserve, Toilets & Community Meeting Space	-	-	-	43,320
Public Art	50,000	50,000	50,000	50,000
Thompson Reserve, New Reserve Entry and Carpark at Cuttriss Street	-	-	-	-
Ventnor Common & Old Pine Plantation Master Plan, Healthy Activity Stations & Lookout Mound	-	-	-	210,000
Local Road Safety/Road Asset Management Plan (RAMP)				
Local Road Safety Improvement Program	-	100,000	100,000	100,000
Road Services Asset Management Plan (RAMP)	238,154	253,717	269,291	284,877
Local Road Safety/Road Asset Management Plan (RAMP) Total	**238,154**	**353,717**	**369,291**	**384,877**
Cuttriss Street Activity Plan Projects				
Cuttriss Street Activity Plan Beach Access	54,400	-	90,000	-
Cuttriss Street Activity Plan Carpark and Path Upgrade	-	-	-	-
Cuttriss Street Activity Plan Projects Total	**54,400**	**-**	**90,000**	**-**
Council-run Cemeteries Masterplan Works	25,000	-	-	-
Council-run Cemeteries Burial Sites	230,000	-	-	208,000

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
-	-	-	-	-	-	610,000	-
-	-	-	-	-	-	1,496,743	-
325,000	325,000	325,000	325,000	325,000	325,000	3,250,000	-
-	-	-	-	-	-	290,000	-
252,203	-	-	-	-	-	295,523	-
50,000	50,000	50,000	50,000	50,000	50,000	500,000	-
119,676	-	-	-	-	-	119,676	-
-	-	-	-	-	-	210,000	-
200,000	100,000	100,000	100,000	100,000	100,000	1,000,000	-
291,999	299,299	306,781	314,451	320,740	327,155	2,906,464	-
491,999	**399,299**	**406,781**	**414,451**	**420,740**	**427,155**	**3,906,464**	**-**
-	-	-	-	-	-	144,400	-
80,000	670,000	-	-	-	-	750,000	-
80,000	**670,000**	**-**	**-**	**-**	**-**	**894,400**	**-**
468,000	245,000	530,000	-	500,000	510,000	2,278,000	-
194,000	-	-	250,000	255,000	-	1,137,000	-

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Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Smart Parking Infrastructure	300,000	-	-	-
Corinella Footpaths and Seating	108,500	-	-	-
Bridges Upgrade Program	-	-	500,000	1,000,000
Bay Beach Cape Paterson Master Plan Implementation				
Bay Beach Boat Launching Facility Carpark and Ramp, Cape Paterson - Upgrade	-	-	-	-
Bay Beach Lower Carpark and Beach Access, Cape Paterson - Upgrade	-	-	-	-
Bay Beach Upper Carpark, Cape Paterson - Upgrade	-	-	-	-
Bay Beach Cape Paterson Master Plan Implementation Total	-	-	-	-
Smiths Beach Beachcomber YCW Activity Plans Implementation				
Smiths Beach Beachcomber YCW - Car Park Upgrade - Stage 1, Bottom Tier	-	-	-	-
Smiths Beach Beachcomber YCW Access Paths	-	-	47,249	140,836
Smiths Beach Beachcomber YCW Car Park Upgrade - Stage 2, Middle and Top Tiers	-	-	-	-
Smiths Beach Beachcomber YCW Deck and Viewing Platforms	-	-	-	71,064
Smiths Beach Beachcomber YCW Activity Plans Implementation Total	-	-	**47,249**	**211,900**
Kindergartens				
Kindergarten Projects Design	-	70,000	50,000	50,000
Kindergartens - Bass Valley Expansion	-	-	300,000	-
Kindergartens - Drysdale Street Expansion	-	-	-	-

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
-	-	-	-	-	-	300,000	-
-	-	-	-	-	-	108,500	-
500,000	1,000,000	-	-	-	-	3,000,000	-
80,000	-	-	-	-	-	80,000	-
-	600,000	-	-	-	-	600,000	-
-	-	-	-	110,000	750,000	860,000	800,000
80,000	**600,000**	**-**	**-**	**110,000**	**750,000**	**1,540,000**	**800,000**
53,768	541,028	-	-	-	-	594,796	-
-	-	-	-	-	-	188,085	-
-	55,247	497,579	-	-	-	552,826	-
181,882	-	-	-	-	-	252,946	-
235,650	**596,275**	**497,579**	**-**	**-**	**-**	**1,588,653**	**-**
-	-	-	-	-	-	170,000	-
-	-	-	-	-	-	300,000	-
300,000	-	-	-	-	-	300,000	-

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Continued...
Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Kindergartens - Newhaven/Cape Woolamai New	-	-	750,000	250,000
Kindergartens - San Remo Expansion	-	-	-	500,000
Kindergartens - White Road Refurbishment	-	-	200,000	-
Kindergartens Total	**-**	**70,000**	**1,300,000**	**800,000**
Pavilion Upgrades				
Bass Recreation Reserve Pavilion	-	-	-	-
Corinella Angling Club Pavilion	-	-	600,000	-
Inverloch Reserve Pavilion	-	-	-	-
Newhaven Soccer Pavilion	400,000	-	-	-
Old Rovers Pavilion Renewal	-	500,000	-	-
Thompson Reserve Pavilion Upgrade	-	-	-	950,000
Three Pavillions Project Phillip Island and Wonthaggi Croquet Clubs Wonthaggi Tennis Club	2,100,000	-	-	-
Wonthaggi Football Pavilion	-	-	-	-
Wonthaggi Netball Pavilion	-	-	600,000	600,000
Pavilion Upgrades Total	**2,500,000**	**500,000**	**1,200,000**	**1,550,000**
Grantville Cell 8 Construction	-	-	-	57,000
Grantville Cell 9 Construction	-	-	-	-
Playspaces				
Playspace - Anderson Street San Remo	-	-	100,000	-
Playspace - Erehwon Point	-	-	-	-
Playspace - Fred Gration Reserve	-	-	-	-
Playspace - Graydens Reserve Newhaven	-	-	-	150,000

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
-	-	-	-	-	-	1,000,000	-
-	-	-	-	-	-	500,000	-
-	-	-	-	-	-	200,000	-
300,000	**-**	**-**	**-**	**-**	**-**	**2,470,000**	**-**
-	1,000,000	-	-	-	-	1,000,000	-
-	-	-	-	-	-	600,000	-
1,000,000	-	-	-	-	-	1,000,000	-
-	-	-	-	-	-	400,000	-
-	-	-	-	-	-	500,000	-
-	-	-	-	-	-	950,000	-
-	-	-	-	-	-	2,100,000	-
-	-	1,200,000	-	-	-	1,200,000	-
-	-	-	-	-	-	1,200,000	-
1,000,000	**1,000,000**	**1,200,000**	**-**	**-**	**-**	**8,950,000**	**-**
-	2,320,000	-	-	-	-	2,377,000	-
-	-	-	-	-	-	-	2,500,000
-	-	-	-	-	-	100,000	-
500,000	-	-	-	-	-	500,000	-
80,000	-	-	-	-	-	80,000	-
-	-	-	-	-	-	150,000	-

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Continued...
Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Playspace - Inverloch Hub	-	-	-	-
Playspace - Kilcunda Foreshore	-	150,000	-	-
Playspace - Lions Park San Remo	-	-	-	-
Playspace - Marine Parade San Remo	-	-	-	-
Playspace - McKenzie Views	-	-	100,000	-
Playspace - Outrigger Estate	-	80,000	-	-
Playspace - Rainbow Park Inverloch	-	-	-	670,000
Playspace - Rodney Court	-	-	-	80,000
Playspace - South Dudley Reserve	-	-	-	-
Playspace - Strongs Reserve	-	-	-	-
Playspace - Wonthaggi Recreation Reserve	-	-	-	100,000
Playspace - Woolamai Park	-	-	100,000	-
Playspaces Total	**-**	**230,000**	**300,000**	**1,000,000**
Courts				
Cape Paterson Multi Purpose Courts	-	-	-	-
Coronet Bay (Fred Gration) Multipurpose Courts	-	-	-	-
Kilcunda Caravan Park Courts	-	-	-	500,000
Newhaven Multi Purpose Courts	-	-	-	-
San Remo Tennis Courts	-	-	-	-
Courts Total	**-**	**-**	**-**	**500,000**
Recreation Projects Design	-	50,000	50,000	50,000

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
-	100,000	-	-	-	-	100,000	-
-	-	-	-	-	-	150,000	-
200,000	-	-	-	-	-	200,000	-
-	250,000	-	-	-	-	250,000	-
-	-	-	-	-	-	100,000	-
-	-	-	-	-	-	80,000	-
-	-	-	-	-	-	670,000	-
-	-	-	-	-	-	80,000	-
80,000	-	-	-	-	-	80,000	-
80,000	-	-	-	-	-	80,000	-
-	-	-	-	-	-	100,000	-
-	-	-	-	-	-	100,000	-
940,000	**350,000**	**-**	**-**	**-**	**-**	**2,820,000**	**-**
-	600,000	-	-	-	-	600,000	-
200,000	-	-	-	-	-	200,000	-
-	-	-	-	-	-	500,000	-
-	-	500,000	-	-	-	500,000	-
-	-	800,000	-	-	-	800,000	-
200,000	**600,000**	**1,300,000**	**-**	**-**	**-**	**2,600,000**	**-**
60,000	60,000	60,000	70,000	70,000	70,000	540,000	-

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Continued...
Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Skate Parks				
Regional Skate Park	-	-	-	-
Skate Park - Graydens Reserve Newhaven	-	-	-	-
Skate Park - Kilcunda Foreshore	-	-	350,000	-
Skate Parks Total	**-**	**-**	**350,000**	**-**
Sporting Fields Upgrades				
Bass Recreation Reserve Irrigation	-	-	-	-
Inverloch Recreation Reserve Irrigation and Drainage	-	-	-	-
Oval Flood Lighting - Inverloch, Dalyston, Cowes Recreation Reserves	1,200,000	-	-	-
Thompson Reserve Multi Purpose Inverloch	300,000	-	-	-
Thomspon Reserve Vehicle Access Driveway	-	120,000	-	-
Wonthaggi Recreation Oval 1	-	-	-	-
Sporting Fields Upgrades Total	**1,500,000**	**120,000**	**-**	**-**
Dog Parks	-	-	100,000	100,000
Minor Community Projects	-	200,000	200,000	200,000
Minor Projects Total	6,827,797	1,898,717	4,991,540	7,480,097

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
-	-	-	750,000	750,000	-	1,500,000	-
350,000	-	-	-	-	-	350,000	-
-	-	-	-	-	-	350,000	-
350,000	**-**	**-**	**750,000**	**750,000**	**-**	**2,200,000**	**-**
-	-	-	400,000	-	-	400,000	-
-	-	-	-	1,000,000	-	1,000,000	-
-	-	-	-	-	-	1,200,000	-
-	-	-	-	-	-	300,000	-
-	-	-	-	-	-	120,000	-
-	-	500,000	-	-	-	500,000	-
-	**-**	**500,000**	**400,000**	**1,000,000**	**-**	**3,520,000**	**-**
100,000	100,000	100,000	-	-	-	500,000	-
200,000	200,000	200,000	200,000	200,000	200,000	1,800,000	-
5,946,528	8,515,574	5,169,360	2,459,451	3,680,740	2,332,155	49,301,959	3,300,000

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Long Term Capital Works Program 2021-2031
10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Landfill Rehabilitation				
Grantville Cell 5 Rehabilitation and Capping	-	825,000	-	-
Grantville Cell 6 Rehabilitation and Capping	-	-	-	-
Wonthaggi Landfill Rehabilitation	-	3,000,000	-	-
Inverloch Landfill Rehabilitation	-	-	3,000,000	-
Grantville Old Landfill Capping	-	500,000	500,000	-
Landfill Rehabilitation Total	-	4,325,000	3,500,000	-
Asset Renewal Programs				
Bridges renewal program	91,224	93,986	597,782	601,736
Buildings & Open Space renewal program	5,130,741	3,691,685	6,013,419	5,729,098
Carparks renewal program	112,245	115,644	117,955	120,319
Computers and telecommunications renewal program	625,000	625,000	625,000	625,000
Pathways renewal program	229,403	236,349	241,073	245,904
Plant, Fleet & Equipment renewal program				
Light Fleet & Equipment replacement program	843,500	600,000	600,000	600,000
Plant & Equipment renewal program	1,110,000	1,510,000	905,000	950,000
Plant, Fleet & Equipment renewal program Total	**1,953,500**	**2,110,000**	**1,505,000**	**1,550,000**
Rural Roads renewal program	1,708,991	1,758,422	1,829,597	1,891,439
Storm Water renewal program	737,519	735,418	811,827	889,773
Street decoration renewal program	-	-	11,834	12,071
Unsealed Roads renewal program	493,762	508,715	518,882	529,281
Urban Roads renewal program	2,635,388	1,170,406	1,205,396	1,241,639

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
-	-	-	-	-	-	825,000	-
-	-	-	1,095,000	-	-	1,095,000	-
-	-	-	-	-	-	3,000,000	-
-	-	-	-	-	-	3,000,000	-
-	-	-	-	-	-	1,000,000	-
-	-	-	1,095,000	-	-	8,920,000	-
105,846	111,729	110,119	119,200	123,968	128,927	2,084,517	-
6,061,540	6,182,688	6,306,256	6,432,381	6,561,029	6,692,249	58,801,086	-
122,724	127,688	127,678	130,232	132,837	135,493	1,242,815	-
625,000	625,000	625,000	625,000	625,000	625,000	6,250,000	-
250,819	261,483	260,945	266,164	271,487	276,917	2,540,544	-
600,000	600,000	600,000	600,000	600,000	600,000	6,243,500	-
1,290,000	880,000	730,000	850,000	830,000	940,000	9,995,000	-
1,890,000	**1,480,000**	**1,330,000**	**1,450,000**	**1,430,000**	**1,540,000**	**16,238,500**	-
1,918,496	2,061,575	1,995,949	2,096,392	2,159,284	2,245,655	19,665,800	-
968,794	1,069,159	1,007,906	1,271,961	1,399,157	1,427,140	10,318,654	-
12,313	12,559	12,810	13,066	13,327	13,594	101,574	-
539,860	561,952	561,655	572,888	584,346	596,033	5,467,373	-
1,279,045	1,343,595	1,330,682	1,399,683	1,441,673	1,484,924	14,532,431	-

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Long Term Capital Works Program 2021-2031

10 Year Capital Works Program (Low Level)

Indicator	Budget			
	2021/22	2022/23	2023/24	2024/25
Playspace Renewal Program	-	-	-	130,000
Court Renewal Program	-	-	-	-
WUCAC				
WUCAC - Replacement Equipment	-	-	30,000	30,000
WUCAC - Replacement Projector	-	150,000	-	-
WUCAC Total	**-**	**150,000**	**30,000**	**30,000**
Asset Renewal Programs Total	**13,717,773**	**11,195,625**	**13,507,765**	**13,596,260**
Grand Total	43,552,169	30,926,248	40,984,640	48,197,471

Long Term Capital Works Program						Total 10 year Project Cost	FUTURE YEARS
2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
300,000	-	-	-	-	-	430,000	-
400,000	-	300,000	-	-	-	700,000	-
30,000	30,000	30,000	30,000	30,000	30,000	240,000	-
-	-	-	-	-	-	150,000	-
30,000	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**390,000**	-
14,504,437	**13,867,428**	**13,999,000**	**14,406,967**	**14,772,108**	**15,195,932**	**138,763,295**	-
51,604,792	41,480,400	44,240,087	29,021,418	36,512,848	20,088,086	386,608,160	156,150,000

Long Term Financial Plan
2021-2025

Building a sound financial base to deliver for our community

Bass Coast Shire Council
76 McBride Avenue, Wonthaggi, VIC 3995
DX 34903 Wonthaggi
PO Box 118 Wonthaggi, VIC 3995

1300 BCOAST (226 278) or (03) 5671 2211 or via the National Relay Service (if you are deaf and/or find it hard hearing or speaking with people who use a phone) on their website:

infrastructure.gov.au/media-technology-communications/phone/services-people-with-disability/accesshub/national-relay-service

basscoast.vic.gov.au/communityplans

Comprehensive Income Statement

	Actual										
	2020/21	2021/22	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	$'000
Income											
Rates and charges	66,874	67,102	69,807	72,740	75,794	80,086	84,663	89,552	93,798	98,250	102,916
Statutory fees and fines	3,002	3,059	3,176	3,305	3,438	3,595	3,758	3,929	4,108	4,295	4,490
User fees	3,163	4,148	4,265	4,394	4,526	4,686	4,851	5,022	5,199	5,382	5,572
Grants - Operating	11,602	7,165	7,262	7,408	7,556	7,707	7,861	8,018	8,179	8,342	8,509
Grants - Capital	3,854	8,124	4,074	11,276	19,384	17,761	5,927	9,377	6,577	1,834	877
Contributions - monetary	719	850	300	863	360	350	8,000	10,300	300	11,100	300
Contributions - non-monetary	16,618	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,793)	38	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	145	-	-	-	-	-	-	-	-	-	-
Other income	1,226	1,084	1,168	1,316	1,215	1,099	1,087	1,093	998	1,275	1,597
Total income	104,410	91,570	90,053	101,301	112,274	115,283	116,148	127,292	119,160	130,478	124,262
Expenses											
Employee costs	32,732	31,315	32,357	33,500	34,682	36,082	37,538	39,055	40,631	42,272	43,978
Materials and services	30,604	31,725	30,665	31,752	32,422	33,160	34,063	34,963	35,954	36,968	38,004
Depreciation	16,432	15,731	16,093	16,463	16,842	17,229	17,625	18,031	18,445	18,870	19,304
Amortisation - intangible assets	5	241	219	224	228	233	237	242	247	252	258
Amortisation - right of use assets	232	255	259	264	255	251	235	219	224	228	233
Bad and doubtful debts	6	10	-	-	-	-	-	-	-	-	-
Borrowing costs	297	502	528	526	645	1,001	1,132	1,044	1,047	1,025	910
Finance Costs - leases	27	25	23	18	12	7	12	28	25	20	16
Other expenses	3,412	3,323	7,517	7,429	4,571	4,918	6,428	8,120	9,062	9,111	9,537
Total expenses	83,747	83,127	87,661	90,175	89,657	92,880	97,270	101,702	105,635	108,746	112,239
Surplus/(deficit) for the year	20,663	8,443	2,392	11,126	22,616	22,403	18,878	25,590	13,525	21,732	12,023
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment /(decrement)	48,287	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	68,950	8,443	2,392	11,126	22,616	22,403	18,878	25,590	13,525	21,732	12,023

Balance Sheet

	Actual										
	2020/21	2021/22	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	$'000
Assets											
Current assets											
Cash and cash equivalents	56,713	57,884	51,979	46,768	44,917	37,630	29,748	29,153	32,308	31,811	39,896
Trade and other receivables	14,636	9,247	9,083	10,116	11,162	11,470	11,505	12,451	11,734	12,750	12,089
Other financial assets	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660
Inventories	60	60	60	60	60	60	60	60	60	60	60
Total current assets	91,069	86,851	80,782	76,604	75,799	68,820	60,973	61,324	63,763	64,281	71,705
Non-current assets											
Investments in associates, joint arrangement and subsidiaries	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970
Property, infrastructure, plant & equipment	786,889	805,587	813,386	834,082	867,268	901,194	924,694	949,584	958,710	975,983	976,393
Right-of-use assets	1,188	1,144	903	653	408	162	1,451	1,258	1,057	848	630
Intangible assets	2,175	1,934	1,715	1,491	1,263	1,031	2,955	2,713	2,466	2,215	1,957
Total non-current assets	792,222	810,634	817,973	838,196	870,909	904,357	931,070	955,525	964,204	981,016	980,949
Total assets	883,291	897,486	898,755	914,800	946,708	973,177	992,043	1,016,849	1,027,967	1,045,297	1,052,654
Liabilities											
Current liabilities											
Trade and other payables	8,782	5,715	6,084	6,250	6,165	6,381	6,718	7,058	7,381	7,612	7,884
Trust funds and deposits	30,863	31,015	31,170	31,328	31,489	31,653	31,821	31,992	32,166	32,344	32,344
Provisions	7,222	8,091	7,270	7,270	7,272	7,273	7,315	8,411	7,315	7,314	7,057
Interest-bearing liabilities	11,981	1,981	2,015	2,469	5,800	3,746	3,842	4,096	4,346	4,461	3,183
Lease liabilities	227	253	263	259	260	173	206	214	223	232	242
Total current liabilities	59,075	47,056	46,801	47,577	50,985	49,225	49,903	51,771	51,432	51,964	50,710
Non-current liabilities											
Provisions	12,215	11,181	10,968	10,755	10,540	10,324	12,228	10,874	10,615	10,358	10,358
Interest-bearing liabilities	2,771	21,639	21,230	25,834	32,183	38,395	34,552	33,443	31,835	27,374	24,191
Lease liabilities	977	914	668	421	169	-	1,250	1,061	859	644	415
Total non-current liabilities	15,963	33,734	32,866	37,010	42,892	48,719	48,030	45,378	43,310	38,376	34,964
Total liabilities	75,038	80,789	79,667	84,587	93,878	97,944	97,933	97,149	94,741	90,340	85,673
Net assets	808,253	816,696	819,088	830,214	852,830	875,233	894,110	919,700	933,225	954,957	966,980
Equity											
Accumulated surplus	283,269	292,850	300,799	316,216	339,500	369,047	396,061	421,552	431,782	453,146	457,760
Reserves	524,984	523,846	518,288	513,998	513,330	506,186	498,049	498,148	501,443	501,811	509,220
Total equity	808,253	816,696	819,088	830,214	852,830	875,233	894,110	919,700	933,225	954,957	966,980

Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2021 Actual				
Balance at beginning of the financial year	739,303	266,088	427,097	46,118
Surplus/(deficit) for the year	20,663	20,663	-	-
Net asset revaluation increment/(decrement)	48,287	-	48,287	-
Transfers (to)/from other reserves	-	(3,482)	-	3,482
Balance at end of the financial year	**808,253**	**283,269**	**475,384**	**49,600**
2022				
Balance at beginning of the financial year	808,253	283,269	475,384	49,600
Surplus/(deficit) for the year	8,443	8,443	-	-
Transfers (to)/from other reserves	-	1,138	-	(1,138)
Balance at end of the financial year	**816,696**	**292,850**	**475,384**	**48,462**
2023				
Balance at beginning of the financial year	816,696	292,850	475,384	48,462
Surplus/(deficit) for the year	2,392	2,392	-	-
Transfers (to)/from other reserves	(0)	5,558	-	(5,558)
Balance at end of the financial year	**819,088**	**300,799**	**475,384**	**42,904**
2024				
Balance at beginning of the financial year	819,088	300,799	475,384	42,904
Surplus/(deficit) for the year	11,126	11,126	-	-
Transfers (to)/from other reserves	0	4,290	-	(4,290)
Balance at end of the financial year	**830,214**	**316,216**	**475,384**	**38,614**
2025				
Balance at beginning of the financial year	830,214	316,216	475,384	38,614
Surplus/(deficit) for the year	22,616	22,616	-	-
Transfers (to)/from other reserves	0	668	-	(668)
Balance at end of the financial year	**852,830**	**339,500**	**475,384**	**37,946**
2026				
Balance at beginning of the financial year	852,830	339,500	475,384	37,946
Surplus/(deficit) for the year	22,403	22,403	-	-
Transfers (to)/from other reserves	0	7,144	-	(7,144)
Balance at end of the financial year	**875,233**	**369,047**	**475,384**	**30,802**

Statement of Changes in Equity (cont'd)

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2027				
Balance at beginning of the financial year	875,233	369,047	475,384	30,802
Surplus/(deficit) for the year	18,878	18,878	-	-
Transfers (to)/from other reserves	(0)	8,137	-	(8,137)
Balance at end of the financial year	**894,110**	**396,061**	**475,384**	**22,665**
2028				
Balance at beginning of the financial year	894,110	396,061	475,384	22,665
Surplus/(deficit) for the year	25,590	25,590	-	-
Transfers (to)/from other reserves	(0)	(99)	-	99
Balance at end of the financial year	**919,700**	**421,552**	**475,384**	**22,764**
2029				
Balance at beginning of the financial year	919,700	421,552	475,384	22,764
Surplus/(deficit) for the year	13,525	13,525	-	-
Transfers (to)/from other reserves	(0)	(3,295)	-	3,295
Balance at end of the financial year	**933,225**	**431,782**	**475,384**	**26,059**
2030				
Balance at beginning of the financial year	933,225	431,782	475,384	26,059
Surplus/(deficit) for the year	21,732	21,732	-	-
Transfers (to)/from other reserves	-	(368)	-	368
Balance at end of the financial year	**954,957**	**453,146**	**475,384**	**26,427**
2031				
Balance at beginning of the financial year	954,957	453,146	475,384	26,427
Surplus/(deficit) for the year	12,023	12,023	-	-
Transfers (to)/from other reserves	-	(7,409)	-	7,409
Balance at end of the financial year	**966,980**	**457,760**	**475,384**	**33,836**

Statement of Cash Flows

	Actual										
	2020/21	2021/22	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	$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	64,472	70,568	69,406	72,340	75,348	78,886	82,606	86,528	90,576	94,878	99,366
Statutory fees and fines	3,002	3,225	3,166	3,295	3,427	3,582	3,745	3,916	4,092	4,280	4,474
User fees	5,998	4,811	4,680	4,823	4,966	5,140	5,321	5,510	5,702	5,904	6,112
Grants - operating	14,423	7,554	7,254	7,398	7,542	7,695	7,848	8,007	8,164	8,329	8,495
Grants - capital	14,119	8,565	4,406	10,686	18,715	17,894	6,900	9,096	6,806	2,224	956
Contributions - monetary	719	850	300	863	360	350	8,000	10,300	300	11,100	300
Interest received	278	421	539	674	560	428	400	389	277	536	840
Trust funds and deposits taken	-	152	155	158	161	164	168	171	174	178	-
Other receipts	2,627	982	906	828	933	1,645	1,950	3,467	4,724	3,204	5,175
Net GST refund / payment	2,746	6,569	5,400	6,624	7,689	7,970	7,192	7,366	6,124	6,856	5,523
Employee costs	(31,763)	(32,707)	(32,281)	(33,424)	(34,589)	(35,979)	(37,430)	(38,951)	(40,505)	(42,149)	(43,838)
Materials and services	(27,639)	(36,448)	(33,838)	(34,848)	(35,608)	(36,421)	(37,400)	(38,398)	(39,463)	(40,585)	(41,711)
Trust funds and deposits repaid	(58)	-	-	-	-	-	-	-	-	-	-
Other payments	(5,540)	(3,636)	(8,587)	(8,052)	(5,137)	(5,258)	(6,814)	(8,700)	(10,892)	(9,928)	(10,353)
Net cash provided by/(used in) operating activities	43,384	30,907	21,506	31,365	44,368	46,096	42,486	48,702	36,079	44,825	35,340
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(20,213)	(38,557)	(26,791)	(41,183)	(55,387)	(56,765)	(45,628)	(48,614)	(30,669)	(40,114)	(22,047)
Proceeds from sale of property, infrastructure, plant and equipment	331	727	561	358	407	495	391	1,452	391	407	413
Proceeds from sale of investments	9,580	-	-	-	-	-	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(10,302)	(37,830)	(26,230)	(40,826)	(54,980)	(56,270)	(45,238)	(47,162)	(30,279)	(39,707)	(21,634)
Cash flows from financing activities											
Finance costs	(323)	(502)	(528)	(526)	(645)	(1,001)	(1,132)	(1,044)	(1,047)	(1,025)	(910)
Proceeds from borrowings	11,737	21,987	1,614	7,107	12,200	10,000	-	3,000	2,750	-	-
Repayment of borrowings	(12,502)	(13,118)	(1,989)	(2,049)	(2,521)	(5,842)	(3,746)	(3,855)	(4,108)	(4,346)	(4,461)
Interest paid - lease liability	-	(25)	(23)	(18)	(12)	(7)	(12)	(28)	(25)	(20)	(16)
Repayment of lease liabilities	(221)	(248)	(254)	(264)	(261)	(262)	(240)	(207)	(216)	(225)	(234)
Net cash provided by/(used in) financing activities	(1,309)	8,095	(1,181)	4,249	8,761	2,888	(5,130)	(2,135)	(2,645)	(5,616)	(5,621)
Net increase/(decrease) in cash & cash equivalents	31,773	1,171	(5,905)	(5,211)	(1,851)	(7,287)	(7,882)	(595)	3,155	(498)	8,085
Cash and cash equivalents at the beginning of the financial year	24,940	56,713	57,884	51,979	46,768	44,917	37,630	29,748	29,153	32,308	31,811
Cash and cash equivalents at the end of the financial year	56,713	57,884	51,979	46,768	44,917	37,630	29,748	29,153	32,308	31,811	39,896

Statement of Capital Works

	Actual										
	2020/21	2021/22	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	$'000
Property											
Land	3,208	-	500	500	500	-	-	500	500	500	500
Land improvements	2,600	5,154	5,011	7,707	7,457	7,722	8,782	9,638	2,973	4,191	2,339
Total land	5,808	5,154	5,511	8,207	7,957	7,722	8,782	10,138	3,473	4,691	2,839
Buildings	2,839	19,831	7,062	15,013	28,122	27,614	7,183	9,506	11,432	6,561	6,692
Total buildings	2,839	19,831	7,062	15,013	28,122	27,614	7,183	9,506	11,432	6,561	6,692
Total property	8,647	24,985	12,572	23,220	36,080	35,336	15,964	19,644	14,906	11,252	9,531
Plant and equipment											
Plant, machinery and equipment	844	1,954	2,260	1,535	1,580	1,920	1,510	1,360	1,480	1,460	1,570
Computers and telecommunications	681	625	625	625	625	625	625	625	625	625	625
Total plant and equipment	1,525	2,579	2,885	2,160	2,205	2,545	2,135	1,985	2,105	2,085	2,195
Infrastructure											
Roads	5,699	5,713	4,107	5,033	5,022	9,339	14,476	14,405	4,593	4,716	4,864
Bridges	103	91	94	1,098	1,602	606	1,112	110	119	124	129
Footpaths and cycleways	1,327	797	1,844	4,414	4,102	2,156	2,256	1,586	1,591	1,596	1,602
Drainage	475	738	735	1,102	1,180	1,323	1,517	1,460	1,562	13,689	1,717
Waste management	428	100	2,114	407	157	250	3,970	5,000	3,000	3,000	-
Other infrastructure	161	50	50	50	50	50	50	50	50	50	50
Total infrastructure	8,193	7,489	8,944	12,104	12,113	13,724	23,381	22,611	10,916	23,176	8,362
Total capital works expenditure	18,365	35,052	24,401	37,485	50,397	51,605	41,480	44,240	27,926	36,513	20,088
Represented by:											
New asset expenditure	6,038	17,235	6,691	19,475	30,274	27,872	10,335	15,590	12,110	7,615	3,120
Asset renewal expenditure	8,765	13,718	11,846	13,708	14,426	14,744	14,567	13,999	14,407	14,772	15,196
Asset expansion expenditure	1,222	325	1,825	625	882	625	2,645	325	325	325	325
Asset upgrade expenditure	2,340	3,775	4,039	3,677	4,815	8,364	13,933	14,326	1,084	13,801	1,447
Total capital works expenditure	18,365	35,052	24,401	37,485	50,397	51,605	41,480	44,240	27,926	36,513	20,088
Funding sources represented by:											
Grants	14,119	8,124	4,074	11,276	19,384	17,761	5,927	9,377	6,577	1,834	877
Contributions	60	155	-	563	60	50	7,700	10,000	-	10,800	-
Council cash	4,186	16,524	18,714	19,622	22,087	27,127	27,853	21,863	18,599	23,879	19,211
Borrowings	-	10,250	1,614	6,024	8,867	6,667	-	3,000	2,750	-	-
Total capital works expenditure	18,365	35,052	24,401	37,485	50,397	51,605	41,480	44,240	27,926	36,513	20,088

Funding Impact Statement

	Actual										
	2020/21	2021/22	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	$'000
Revenue											
Rates and charges	69,565	67,102	69,807	72,740	75,794	80,086	84,663	89,552	93,798	98,250	102,916
Statutory fees and fines	3,002	3,059	3,176	3,305	3,438	3,595	3,758	3,929	4,108	4,295	4,490
User fees	3,091	4,148	4,265	4,394	4,526	4,686	4,851	5,022	5,199	5,382	5,572
Grants - operating	14,423	7,165	7,262	7,408	7,556	7,707	7,861	8,018	8,179	8,342	8,509
Contributions - monetary	260	104	60	61	63	64	65	66	68	69	70
Interest revenue	278	421	539	674	560	428	400	389	277	536	840
Other income	636	559	569	580	592	607	622	638	654	670	687
Total revenue	91,255	82,558	85,679	89,162	92,529	97,172	102,221	107,615	112,282	117,544	123,084
Proceeds											
Sale of assets	331	661	510	325	370	450	355	1,320	355	370	375
Total proceeds	331	661	510	325	370	450	355	1,320	355	370	375
Expenses											
Employee costs	(32,732)	(31,315)	(32,357)	(33,500)	(34,682)	(36,082)	(37,538)	(39,055)	(40,631)	(42,272)	(43,978)
Materials and services	(28,978)	(31,725)	(30,665)	(31,752)	(32,422)	(33,960)	(35,825)	(37,870)	(39,084)	(40,339)	(41,634)
Borrowing costs	(324)	(527)	(551)	(544)	(657)	(1,008)	(1,143)	(1,073)	(1,071)	(1,046)	(926)
Other expenses	(4,448)	(3,581)	(7,772)	(7,693)	(4,832)	(4,379)	(4,907)	(5,420)	(6,148)	(5,965)	(6,141)
Total expenses	(66,482)	(67,147)	(71,344)	(73,489)	(72,593)	(75,430)	(79,413)	(83,418)	(86,935)	(89,621)	(92,678)
Reserve fund movements											
Transfers from/(to) reserves	(20,585)	1,138	5,558	4,290	668	7,144	8,137	(99)	(3,295)	(368)	(7,409)
Net reserve movements	(20,585)	1,138	5,558	4,290	668	7,144	8,137	(99)	(3,295)	(368)	(7,409)
Capital expenditure and income											
Grants - capital	14,118	8,124	4,074	11,276	19,384	17,761	5,927	9,377	6,577	1,834	877
Contributions - monetary	2,314	850	300	863	360	350	8,000	10,300	300	11,100	300
Repayment of borrowings	(12,502)	(13,118)	(1,989)	(2,049)	(2,521)	(5,842)	(3,746)	(3,855)	(4,108)	(4,346)	(4,461)
New loans	11,737	21,987	1,614	7,107	12,200	10,000	-	3,000	2,750	-	-
Capital works	(19,728)	(35,052)	(24,401)	(37,485)	(50,397)	(51,605)	(41,480)	(44,240)	(27,926)	(36,513)	(20,088)
Net capital works and income	(4,061)	(17,210)	(20,403)	(20,288)	(20,974)	(29,336)	(31,299)	(25,418)	(22,407)	(27,925)	(23,372)
Surplus/(deficit)	458	(0)	(0)	0	0	(0)	0	0	0	(0)	0

Statement of Investment Reserves

	Actual										
	2020/21	2021/22	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	$'000
Art in public places	108	108	108	108	108	108	108	108	108	108	108
Constrained works (carry forward)	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699
Future sustainability fund	200	350	350	350	350	350	350	350	350	350	350
Landfill rehabilitation reserve	5,603	5,603	2,803	-	-	-	-	-	-	-	-
LGFV sinking fund	1,588	1,853	2,118	2,384	2,649	-	-	-	-	-	-
Resort & recreation interest reserve	907	797	500	400	400	-	-	-	-	-	-
Share of Associate's reserves (WGRLC)	241	241	241	241	241	241	241	241	241	241	241
Skate park	509	509	159	159	159	159	159	159	159	159	159
Strategic works	11,364	11,853	8,553	7,553	6,553	7	7	7	7	7	7
Unallocated surplus	6,713	4,281	5,205	4,552	4,619	7,070	(1,067)	(968)	2,327	2,695	10,104
VGC grant received in advance	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168
Wonthaggi North East land acquisitions reserve	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total reserves	49,600	48,462	42,904	38,614	37,946	30,802	22,665	22,764	26,059	26,427	33,836

Financial performance indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. 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	Actual											Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/o/-
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	0.3%	0.3%	-1.3%	-0.2%	4.0%	5.2%	5.6%	6.2%	6.6%	8.1%	9.4%	+
Liquidity													
Working Capital	Current assets / current liabilities	154.2%	184.6%	172.6%	161.0%	148.7%	139.8%	122.2%	118.5%	124.0%	123.7%	141.4%	-
Unrestricted cash	Unrestricted cash / current liabilities	68.7%	90.9%	90.3%	86.6%	78.1%	80.3%	79.4%	74.8%	74.7%	72.0%	75.1%	-
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	23.0%	35.7%	33.8%	39.5%	50.8%	53.8%	46.8%	43.7%	40.2%	33.7%	27.7%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	20.0%	20.6%	3.7%	3.6%	4.2%	8.7%	5.9%	5.7%	5.7%	5.7%	5.4%	+
Indebtedness	Non-current liabilities / own source revenue	22.3%	44.8%	41.9%	45.3%	50.5%	54.5%	50.9%	45.6%	41.6%	35.2%	30.5%	o
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	67.6%	111.2%	98.7%	105.6%	114.2%	134.1%	161.7%	157.1%	84.0%	151.4%	86.2%	+
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	76.3%	79.2%	79.5%	79.7%	80.1%	80.0%	79.7%	79.3%	79.7%	79.8%	79.8%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	o

Indicator	Measure	Actual											Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/o/-
Efficiency													
Expenditure level	Total expenses/ no. of property assessments	$2,536	$2,517	$2,655	$2,731	$2,715	$2,813	$2,946	$3,080	$3,199	$3,293	$3,399	-
Revenue level	Total rate revenue / no. of property assessments	$2,025	$2,032	$2,114	$2,203	$2,295	$2,425	$2,564	$2,712	$2,841	$2,975	$3,117	+

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

VAGO Indicators

Indicator	Risk Assessment Criteria			Unit	Actual										
					2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Net result	Less than negative 10%	Negative 10% to 0%	Greater than 0%	%	19.3%	9.2%	2.7%	11.0%	20.1%	19.4%	16.3%	20.1%	11.4%	16.7%	9.7%
Adjusted underlying result	Less than 0%	0% - 5%	Greater than 5%	%	0.3%	0.3%	-1.3%	-0.2%	4.0%	5.2%	5.6%	6.2%	6.6%	8.1%	9.4%
Liquidity	Less than 0.75	0.75 - 1.0	Greater than 1.0	x	1.54	1.85	1.73	1.61	1.49	1.40	1.22	1.18	1.24	1.24	1.41
Internal financing	Less than 75%	75% - 100%	Greater than 100%	%	214.6%	80.2%	80.3%	76.2%	80.1%	81.2%	93.1%	100.2%	117.6%	111.7%	160.3%
Indebtedness	Greater than 60%	40% - 60%	Less than 40%	%	22.3%	44.8%	41.9%	45.3%	50.5%	54.5%	50.9%	45.6%	41.6%	35.2%	30.5%
Capital replacement ratio	Less than 1.0	1.0 - 1.5	Greater than 1.5	x	1.23	2.45	1.66	2.50	3.29	3.29	2.59	2.70	1.66	2.13	1.14
Renewal gap ratio	Less than 0.5	0.5 - 1.0	Greater than 1.0	x	0.68	1.11	0.99	1.06	1.14	1.34	1.62	1.57	0.84	1.51	0.86

LONG TERM CAPITAL WORKS PROGRAM 2021-2031 - DRAFT

10 YEAR CAPITAL WORKS PROGRAM

27/09/2021 Version 9

Project	Budget 2021/22	Long Term Capital Works Program 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total 10 year Project Cost	FUTURE YEARS
Major Projects												
Climate Change Actions	40,000	445,000	370,000	375,000	490,000	490,000	560,000	560,000	560,000	560,000	4,450,000	-
Cowes Activity Centre Plan	150,000	-	2,250,000	-	-	-	-	-	500,000	-	2,900,000	-
Cowes Cultural and Community Centre Redevelopment	12,200,000	2,800,000	-	-	-	-	-	-	-	-	15,000,000	-
Implementation of Smiths Beach Master Plan	-	-	-	-	100,000	300,000	400,000	500,000	-	-	1,300,000	-
Old Wonthaggi Secondary College Site Redevelopment	-	1,000,000	500,000	-	-	-	-	-	-	-	1,500,000	50,000,000
Other Waste/Depot Infrastructure	-	2,114,000	407,000	-	-	-	-	-	-	-	2,521,000	20,000,000
Phillip Island Recreation Reserve	-	-	-	-	-	-	-	-	-	-	-	19,850,000
Public Realm Improvements Cowes	-	-	-	2,200,000	-	-	-	-	-	-	2,200,000	-
Wonthaggi Activity Centre Plan priorities	250,000	-	3,200,000	-	-	-	-	-	-	-	3,450,000	-
Rhyll Boat Ramp and Jetty	1,000,000	2,850,000	-	-	-	-	-	-	-	-	3,850,000	-
Dinosaur Trail Project	50,000	-	-	1,000,000	2,000,000	2,000,000	950,000	-	-	-	6,000,000	-
Sound and Light	-	-	-	-	500,000	2,500,000	4,000,000	-	-	-	7,000,000	-
Dinosaur Museum	-	-	-	-	-	-	2,000,000	5,000,000	-	-	7,000,000	-
Phillip Island Transfer Station / Gap Road	100,000	-	-	100,000	250,000	1,650,000	5,000,000	3,000,000	3,000,000	-	13,100,000	-
Unsealed Roads Upgrade	500,000	-	1,000,000	865,000	-	-	-	-	-	-	2,365,000	-
Strategic Pathways Tracks and Trails	80,169	1,282,498	3,758,335	3,531,114	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	15,152,116	8,000,000
Aquatics & Leisure Centres	-	-	6,500,000	20,000,000	20,000,000	-	-	-	-	-	46,500,000	46,500,000
Gap Road Master Plan Implementation	-	-	-	250,000	750,000	500,000	-	-	-	-	1,500,000	4,500,000
Road and Drainage Improvement Program	136,430	315,408	-	-	5,063,827	10,157,398	10,161,727	-	12,000,000	-	37,834,790	-
Wonthaggi NE DCP	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,000,000	4,000,000
Strategic Land Acquisitions	-	500,000	500,000	500,000	-	-	500,000	500,000	500,000	500,000	3,500,000	-
Major Projects Total	**14,506,599**	**11,306,906**	**18,985,335**	**29,321,114**	**31,153,827**	**19,097,398**	**25,071,727**	**11,060,000**	**18,060,000**	**2,560,000**	**181,122,906**	**152,850,000**
Minor Projects												
Cottosloe Ave Carpark Cape Woolamai	-	-	60,000	550,000	-	-	-	-	-	-	610,000	-
Cowes East Foreshore Rock Revetment Wall and Beach Access	1,496,743	-	-	-	-	-	-	-	-	-	1,496,743	-
Footpath gaps program (RAMP)	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	3,250,000	-
Inverloch Foreshore Master Plan Abbot Street Carpark	-	-	50,000	240,000	-	-	-	-	-	-	290,000	-
Pioneer Bay Reserve, Toilets & Community Meeting Space	-	-	-	43,320	252,203	-	-	-	-	-	295,523	-
Public Art	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	-
Thompson Reserve, New Reserve Entry and Carpark at Cuttriss Street	-	-	-	-	119,676	-	-	-	-	-	119,676	-
Ventnor Common & Old Pine Plantation Master Plan, Healthy Activity Stations & Lookout Mo	-	-	-	210,000	-	-	-	-	-	-	210,000	-
Local Road Safety/Road Asset Management Plan (RAMP)	238,154	353,717	369,291	384,877	491,999	399,299	406,781	414,451	420,740	427,155	3,906,464	-
Cuttriss Street Activity Plan Projects	54,400	-	90,000	-	80,000	670,000	-	-	-	-	894,400	-
Council-run Cemeteries Masterplan Works	25,000	-	-	-	468,000	245,000	530,000	-	500,000	510,000	2,278,000	-
Council-run Cemeteries Burial Sites	230,000	-	-	208,000	194,000	-	-	250,000	255,000	-	1,137,000	-
Smart Parking Infrastructure	300,000	-	-	-	-	-	-	-	-	-	300,000	-
Corinella Footpaths and Seating	108,500	-	-	-	-	-	-	-	-	-	108,500	-
Bridges upgrade program	-	-	500,000	1,000,000	500,000	1,000,000	-	-	-	-	3,000,000	-
Bay Beach Cape Paterson Master Plan Implementation	-	-	-	-	80,000	600,000	-	-	110,000	750,000	1,540,000	800,000
Smiths Beach Beachcomber YCW Activity Plans Implementation	-	-	47,249	211,900	235,650	596,275	497,579	-	-	-	1,588,653	-
Kindergartens	-	70,000	1,300,000	800,000	300,000	-	-	-	-	-	2,470,000	-
Pavilion Upgrades	2,500,000	500,000	1,200,000	1,550,000	1,000,000	1,000,000	1,200,000	-	-	-	8,950,000	-
Grantville Cell 8 Construction	-	-	-	57,000	-	2,320,000	-	-	-	-	2,377,000	-
Grantville Cell 9 Construction	-	-	-	-	-	-	-	-	-	-	-	2,500,000
Playspaces	-	230,000	300,000	1,000,000	940,000	350,000	-	-	-	-	2,820,000	-
Courts	-	-	-	500,000	200,000	600,000	1,300,000	-	-	-	2,600,000	-
Recreation Projects Design	-	50,000	50,000	50,000	60,000	60,000	60,000	70,000	70,000	70,000	540,000	-
Skate Parks	-	-	350,000	-	350,000	-	-	750,000	750,000	-	2,200,000	-
Sporting Fields Upgrades	1,500,000	120,000	-	-	-	-	500,000	400,000	1,000,000	-	3,520,000	-
Dog Parks	-	-	100,000	100,000	100,000	100,000	100,000	-	-	-	500,000	-
Minor Community Projects	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000	-
Minor Projects Total	**6,827,797**	**1,898,717**	**4,991,540**	**7,480,097**	**5,946,528**	**8,515,574**	**5,169,360**	**2,459,451**	**3,680,740**	**2,332,155**	**49,301,959**	**3,300,000**

LONG TERM CAPITAL WORKS PROGRAM 2021-2031 - DRAFT

10 YEAR CAPITAL WORKS PROGRAM

27/09/2021 Version 9

Project	Budget 2021/22	Long Term Capital Works Program 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total 10 year Project Cost	FUTURE YEARS
Landfill Rehabilitation												
Grantville Cell 5 Rehabilitation and Capping	-	825,000	-	-	-	-	-	-	-	-	825,000	-
Grantville Cell 6 Rehabilitation and Capping	-	-	-	-	-	-	-	1,095,000	-	-	1,095,000	-
Wonthaggi Landfill Rehabilitation	-	3,000,000	-	-	-	-	-	-	-	-	3,000,000	-
Inverloch Landfill Rehabilitation	-	-	3,000,000	-	-	-	-	-	-	-	3,000,000	-
Grantville Old Landfill Capping	-	500,000	500,000	-	-	-	-	-	-	-	1,000,000	-
Landfill Rehabilitation Total	**-**	**4,325,000**	**3,500,000**	**-**	**-**	**-**	**-**	**1,095,000**	**-**	**-**	**8,920,000**	**-**
Asset Renewal Programs												
Bridges renewal program	91,224	93,986	597,782	601,736	105,846	111,729	110,119	119,200	123,968	128,927	2,084,517	-
Buildings & Open Space renewal program	5,130,741	3,691,685	6,013,419	5,729,098	6,061,540	6,182,688	6,306,256	6,432,381	6,561,029	6,692,249	58,801,086	-
Carparks renewal program	112,245	115,644	117,955	120,319	122,724	127,688	127,678	130,232	132,837	135,493	1,242,815	-
Computers and telecommunications renewal program	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	6,250,000	-
Pathways renewal program	229,403	236,349	241,073	245,904	250,819	261,483	260,945	266,164	271,487	276,917	2,540,544	-
Plant, Fleet & Equipment renewal program	1,953,500	2,110,000	1,505,000	1,550,000	1,890,000	1,480,000	1,330,000	1,450,000	1,430,000	1,540,000	16,238,500	-
Rural Roads renewal program	1,708,991	1,758,422	1,829,597	1,891,439	1,918,496	2,061,575	1,995,949	2,096,392	2,159,284	2,245,655	19,665,800	-
Storm Water renewal program	737,519	735,418	811,827	889,773	968,794	1,069,159	1,007,906	1,271,961	1,399,157	1,427,140	10,318,654	-
Street decoration renewal program	-	-	11,834	12,071	12,313	12,559	12,810	13,066	13,327	13,594	101,574	-
Unsealed Roads renewal program	493,762	508,715	518,882	529,281	539,860	561,952	561,655	572,888	584,346	596,033	5,467,373	-
Urban Roads renewal program	2,635,388	1,170,406	1,205,396	1,241,639	1,279,045	1,343,595	1,330,682	1,399,683	1,441,673	1,484,924	14,532,431	-
Playspace Renewal Program	-	-	-	130,000	300,000	-	-	-	-	-	430,000	-
Court Renewal Program	-	-	-	-	400,000	-	300,000	-	-	-	700,000	-
WUCAC	-	150,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	390,000	-
Asset Renewal Programs Total	**13,717,773**	**11,195,625**	**13,507,765**	**13,596,260**	**14,504,437**	**13,867,428**	**13,999,000**	**14,406,967**	**14,772,108**	**15,195,932**	**138,763,295**	**-**
Grand Total	**35,052,169**	**28,726,248**	**40,984,640**	**50,397,471**	**51,604,792**	**41,480,400**	**44,240,087**	**29,021,418**	**36,512,848**	**20,088,086**	**378,108,160**	**156,150,000**

LONG TERM CAPITAL WORKS PROGRAM 2021-2031 - DRAFT

10 YEAR CAPITAL WORKS PROGRAM - FUNDING SOURCES

27/09/2021 Version 9

Project	Expenditure	Council Rates	Reserves	Grants	Contributions	Asset Sales	Borrowings
Aquatics & Leisure Centres	46,500,000	-	-	31,000,000	-	-	15,500,000
Climate Change Actions	4,450,000	4,450,000	-	-	-	-	-
Cowes Activity Centre Plan	2,900,000	500,000	150,000	-	-	-	2,250,000
Cowes Cultural and Community Centre Redevelopment	15,000,000	1,000,000	3,000,000	-	-	-	11,000,000
Dinosaur Museum	7,000,000	-	-	7,000,000	-	-	-
Dinosaur Trail Project	6,000,000	-	1,500,000	4,500,000	-	-	-
Gap Road Master Plan Implementation	1,500,000	1,500,000	-	-	-	-	-
Implementation of Smiths Beach Master Plan	1,300,000	1,300,000	-	-	-	-	-
Old Wonthaggi Secondary College Site Redevelopment	1,500,000	500,000	1,000,000	-	-	-	-
Other Waste/Depot Infrastructure	2,521,000	1,200,000	-	300,000	-	-	1,021,000
Phillip Island Transfer Station / Gap Road	13,100,000	6,350,000	-	-	-	1,000,000	5,750,000
Public Realm Improvements Cowes	2,200,000	-	-	-	-	-	2,200,000
Rhyll Boat Ramp and Jetty	3,850,000	-	-	3,850,000	-	-	-
Road and Drainage Improvement Program	37,834,790	9,534,790	-	-	28,300,000	-	-
Sound and Light	7,000,000	-	1,000,000	6,000,000	-	-	-
Strategic Land Acquisitions	3,500,000	3,500,000	-	-	-	-	-
Strategic Pathways Tracks and Trails	15,152,116	11,277,532	282,498	3,592,086	-	-	-
Unsealed Roads Upgrade	2,365,000	1,892,000	-	-	473,000	-	-
Wonthaggi Activity Centre Plan priorities	3,450,000	-	-	2,000,000	-	-	1,450,000
Wonthaggi NE DCP	4,000,000	4,000,000	-	-	-	-	-
Major Projects Total	**181,122,906**	**47,004,322**	**6,932,498**	**58,242,086**	**28,773,000**	**1,000,000**	**39,171,000**
Bay Beach Cape Paterson Master Plan Implementation	1,540,000	1,540,000	-	-	-	-	-
Bridges upgrade program	3,000,000	1,000,000	-	2,000,000	-	-	-
Corinella Footpaths and Seating	108,500	108,500	-	-	-	-	-
Cottosloe Ave Carpark Cape Woolamai	610,000	610,000	-	-	-	-	-
Council-run Cemeteries Burial Sites	1,137,000	1,137,000	-	-	-	-	-
Council-run Cemeteries Masterplan Works	2,278,000	2,278,000	-	-	-	-	-
Courts	2,600,000	1,400,000	200,000	1,000,000	-	-	-
Cowes East Foreshore Rock Revetment Wall and Beach Access	1,496,743	396,743	-	1,100,000	-	-	-
Cuttriss Street Activity Plan Projects	894,400	894,400	-	-	-	-	-
Dog Parks	500,000	250,000	-	250,000	-	-	-
Footpath gaps program (RAMP)	3,250,000	3,250,000	-	-	-	-	-
Grantville Cell 8 Construction	2,377,000	2,377,000	-	-	-	-	-
Inverloch Foreshore Master Plan Abbot Street Carpark	290,000	290,000	-	-	-	-	-
Kindergartens	2,470,000	470,000	-	2,000,000	-	-	-
Local Road Safety/Road Asset Management Plan (RAMP)	3,906,464	3,906,464	-	-	-	-	-
Minor Community Projects	1,800,000	1,800,000	-	-	-	-	-
Pavilion Upgrades	8,950,000	3,070,000	-	5,550,000	330,000	-	-
Pioneer Bay Reserve, Toilets & Community Meeting Space	295,523	295,523	-	-	-	-	-
Playspaces	2,820,000	1,120,000	550,000	1,000,000	150,000	-	-

LONG TERM CAPITAL WORKS PROGRAM 2021-2031 - DRAFT

10 YEAR CAPITAL WORKS PROGRAM - FUNDING SOURCES

27/09/2021 Version 9

Project	Expenditure	Council Rates	Reserves	Grants	Contributions	Asset Sales	Borrowings
Public Art	500,000	500,000	-	-	-	-	-
Recreation Projects Design	540,000	540,000	-	-	-	-	-
Skate Parks	2,200,000	600,000	350,000	1,250,000	-	-	-
Smart Parking Infrastructure	300,000	300,000	-	-	-	-	-
Smiths Beach Beachcomber YCW Activity Plans Implementation	1,588,653	1,588,653	-	-	-	-	-
Sporting Fields Upgrades	3,520,000	835,000	230,000	2,380,000	75,000	-	-
Thompson Reserve, New Reserve Entry and Carpark at Cuttriss Street	119,676	119,676	-	-	-	-	-
Ventnor Common & Old Pine Plantation Master Plan, Healthy Activity Stations & Lookout Mou	210,000	210,000	-	-	-	-	-
Minor Projects Total	**49,301,959**	**30,886,959**	**1,330,000**	**16,530,000**	**555,000**	**-**	**-**
Grantville Cell 5 Rehabilitation and Capping	825,000	-	825,000	-	-	-	-
Grantville Cell 6 Rehabilitation and Capping	1,095,000	-	1,095,000	-	-	-	-
Grantville Old Landfill Capping	1,000,000	-	1,000,000	-	-	-	-
Inverloch Landfill Rehabilitation	3,000,000	-	3,000,000	-	-	-	-
Wonthaggi Landfill Rehabilitation	3,000,000	-	3,000,000	-	-	-	-
Landfill Rehabilitation Total	**8,920,000**	**-**	**8,920,000**	**-**	**-**	**-**	**-**
Bridges renewal program	2,084,517	2,084,517	-	-	-	-	-
Buildings & Open Space renewal program	58,801,086	58,801,086	-	-	-	-	-
Carparks renewal program	1,242,815	1,242,815	-	-	-	-	-
Computers and telecommunications renewal program	6,250,000	6,250,000	-	-	-	-	-
Court Renewal Program	700,000	700,000	-	-	-	-	-
Pathways renewal program	2,540,544	2,540,544	-	-	-	-	-
Plant, Fleet & Equipment renewal program	16,238,500	12,147,500	-	-	-	4,091,000	-
Playspace Renewal Program	430,000	430,000	-	-	-	-	-
Rural Roads renewal program	19,665,800	10,796,302	-	8,869,498	-	-	-
Storm Water renewal program	10,318,654	10,248,654	-	70,000	-	-	-
Street decoration renewal program	101,574	101,574	-	-	-	-	-
Unsealed Roads renewal program	5,467,373	5,467,374	-	-	-	-	-
Urban Roads renewal program	14,532,431	13,032,431	-	1,500,000	-	-	-
WUCAC	390,000	390,000	-	-	-	-	-
Asset Renewal Programs Total	**138,763,295**	**124,232,797**	**-**	**10,439,498**	**-**	**4,091,000**	**-**
Grand Total	**378,108,160**	**202,124,078**	**17,182,498**	**85,211,584**	**29,328,000**	**5,091,000**	**39,171,000**

LONG TERM CAPITAL WORKS PROGRAM 2021-2031 - DRAFT

10 YEAR CAPITAL WORKS PROGRAM

27/09/2021 Version 9

Project	Budget 2021/22	2022/23	2023/24	2024/25	Long Term Capital Works Program 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total 10 Year Project Cost	FUTURE YEARS
Major Projects												
Climate Change Actions	40,000	445,000	370,000	375,000	490,000	490,000	560,000	560,000	560,000	560,000	4,450,000	-
Cowes Activity Centre Plan	150,000	-	2,250,000	-	-	-	-	-	500,000	-	2,900,000	-
Cowes Cultural and Community Centre Redevelopment	12,200,000	2,800,000	-	-	-	-	-	-	-	-	15,000,000	-
Implementation of Smiths Beach Master Plan	-	-	-	-	100,000	300,000	400,000	500,000	-	-	1,300,000	-
Old Wonthaggi Secondary College Site Redevelopment	-	1,000,000	500,000	-	-	-	-	-	-	-	1,500,000	50,000,000
Other Waste/Depot Infrastructure												
Fourth Bin System/Glass Recycling	-	-	-	-	-	-	-	-	-	-	-	-
Grantville Landfill Micro Turbines	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000	-
Infrastructure Gaps Analysis High Priority	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure Gaps Analysis Low Priority	-	-	407,000	-	-	-	-	-	-	-	407,000	-
Infrastructure Gaps Analysis Medium Priority	-	614,000	-	-	-	-	-	-	-	-	614,000	-
New Wonthaggi Depot/Transfer Station	-	-	-	-	-	-	-	-	-	-	-	20,000,000
Placeholder - Land acquisition - replacement Wonthaggi/Inverloch Transfer S	-	-	-	-	-	-	-	-	-	-	-	-
Other Waste/Depot Infrastructure Total	**-**	**2,114,000**	**407,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,521,000**	**20,000,000**
Phillip Island Recreation Reserve	-	-	-	-	-	-	-	-	-	-	-	19,850,000
Public Realm Improvements Cowes	-	-	-	2,200,000	-	-	-	-	-	-	2,200,000	-
Wonthaggi Activity Centre Plan priorities	250,000	-	3,200,000	-	-	-	-	-	-	-	3,450,000	-
Rhyll Boat Ramp and Jetty	1,000,000	2,850,000	-	-	-	-	-	-	-	-	3,850,000	-
Dinosaur Trail Project	50,000	-	-	1,000,000	2,000,000	2,000,000	950,000	-	-	-	6,000,000	-
Sound and Light	-	-	-	-	500,000	2,500,000	4,000,000	-	-	-	7,000,000	-
Dinosaur Museum	-	-	-	-	-	-	2,000,000	5,000,000	-	-	7,000,000	-
Phillip Island Transfer Station / Gap Road												
Gap Road	100,000	-	-	-	-	-	-	-	-	-	100,000	-
Phillip Island Infrastructure Maintenance Depot	-	-	-	100,000	250,000	1,650,000	1,000,000	3,000,000	3,000,000	-	9,000,000	-
Phillip Island Transfer Station	-	-	-	-	-	-	4,000,000	-	-	-	4,000,000	-
Phillip Island Transfer Station / Gap Road Total	**100,000**	**-**	**-**	**100,000**	**250,000**	**1,650,000**	**5,000,000**	**3,000,000**	**3,000,000**	**-**	**13,100,000**	**-**
Unsealed Roads Upgrade												
San Remo Roads Drainage & Footpaths Shetland Heights Potters Hill	500,000	-	1,000,000	865,000	-	-	-	-	-	-	2,365,000	-
Unsealed Roads Upgrade Total	**500,000**	**-**	**1,000,000**	**865,000**	**-**	**-**	**-**	**-**	**-**	**-**	**2,365,000**	**-**
Strategic Pathways Tracks and Trails												
Corinella Connection Pathway	-	282,498	-	-	-	-	-	-	-	-	282,498	-
Cowes-Rhyll Road	80,169	-	-	500,000	500,000	-	-	-	-	-	1,080,169	-
Nyora-Woolamai Rail Trail	-	-	-	-	-	-	-	-	-	-	-	8,000,000
Tracks and Trails	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,000,000	-
Wonthaggi - Inverloch Path	-	-	2,758,335	2,031,114	-	-	-	-	-	-	4,789,449	-
Strategic Pathways Tracks and Trails Total	**80,169**	**1,282,498**	**3,758,335**	**3,531,114**	**1,500,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**15,152,116**	**8,000,000**
Aquatics & Leisure Centres	-	-	6,500,000	20,000,000	20,000,000	-	-	-	-	-	46,500,000	46,500,000
Gap Road Master Plan Implementation	-	-	-	250,000	750,000	500,000	-	-	-	-	1,500,000	4,500,000
Road and Drainage Improvement Program												
Smiths Beach and Beachcomber Estate Road and Drainage Improvement (De	-	-	-	-	63,827	157,398	161,727	-	12,000,000	-	12,382,952	-
Surf Beach and Sunderland Bay Road and Drainage Improvement	136,430	315,408	-	-	5,000,000	10,000,000	10,000,000	-	-	-	25,451,838	-
Road and Drainage Improvement Program Total	**136,430**	**315,408**	**-**	**-**	**5,063,827**	**10,157,398**	**10,161,727**	**-**	**12,000,000**	**-**	**37,834,790**	**-**
Wonthaggi NE DCP	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,000,000	4,000,000
Strategic Land Acquisitions	-	500,000	500,000	500,000	-	-	500,000	500,000	500,000	500,000	3,500,000	-
Major Projects Total	**14,506,599**	**11,306,906**	**18,985,335**	**29,321,114**	**31,153,827**	**19,097,398**	**25,071,727**	**11,060,000**	**18,060,000**	**2,560,000**	**181,122,906**	**##########**

LONG TERM CAPITAL WORKS PROGRAM 2021-2031 - DRAFT

10 YEAR CAPITAL WORKS PROGRAM

27/09/2021 Version 9

Project	Budget 2021/22	Long Term Capital Works Program 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total 10 Year Project Cost	FUTURE YEARS
Minor Projects												
Cottosloe Ave Carpark Cape Woolamai	-	-	60,000	550,000	-	-	-	-	-	-	610,000	-
Cowes East Foreshore Rock Revetment Wall and Beach Access	1,496,743	-	-	-	-	-	-	-	-	-	1,496,743	-
Footpath gaps program (RAMP)	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	3,250,000	-
Inverloch Foreshore Master Plan Abbot Street Carpark	-	-	50,000	240,000	-	-	-	-	-	-	290,000	-
Pioneer Bay Reserve, Toilets & Community Meeting Space	-	-	-	43,320	252,203	-	-	-	-	-	295,523	-
Public Art	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	-
Thompson Reserve, New Reserve Entry and Carpark at Cuttriss Street	-	-	-	-	119,676	-	-	-	-	-	119,676	-
Ventnor Common & Old Pine Plantation Master Plan, Healthy Activity Stations &	-	-	-	210,000	-	-	-	-	-	-	210,000	-
Local Road Safety/Road Asset Management Plan (RAMP)												
Local Road Safety Improvement Program	-	100,000	100,000	100,000	200,000	100,000	100,000	100,000	100,000	100,000	1,000,000	-
Road Services Asset Management Plan (RAMP)	238,154	253,717	269,291	284,877	291,999	299,299	306,781	314,451	320,740	327,155	2,906,464	-
Local Road Safety/Road Asset Management Plan (RAMP) Total	**238,154**	**353,717**	**369,291**	**384,877**	**491,999**	**399,299**	**406,781**	**414,451**	**420,740**	**427,155**	**3,906,464**	**-**
Cuttriss Street Activity Plan Projects												
Cuttriss Street Activity Plan Beach Access	54,400	-	90,000	-	-	-	-	-	-	-	144,400	-
Cuttriss Street Activity Plan Carpark and Path Upgrade	-	-	-	-	80,000	670,000	-	-	-	-	750,000	-
Cuttriss Street Activity Plan Projects Total	**54,400**	**-**	**90,000**	**-**	**80,000**	**670,000**	**-**	**-**	**-**	**-**	**894,400**	**-**
Council-run Cemeteries Masterplan Works	25,000	-	-	-	468,000	245,000	530,000	-	500,000	510,000	2,278,000	-
Council-run Cemeteries Burial Sites	230,000	-	-	208,000	194,000	-	-	250,000	255,000	-	1,137,000	-
Smart Parking Infrastructure	300,000	-	-	-	-	-	-	-	-	-	300,000	-
Corinella Footpaths and Seating	108,500	-	-	-	-	-	-	-	-	-	108,500	-
Bridges upgrade program	-	-	500,000	1,000,000	500,000	1,000,000	-	-	-	-	3,000,000	-
Bay Beach Cape Paterson Master Plan Implementation												
Bay Beach Boat Launching Facility Carpark and Ramp, Cape Paterson - Upgra	-	-	-	-	80,000	-	-	-	-	-	80,000	-
Bay Beach Lower Carpark and Beach Access, Cape Paterson - Upgrade	-	-	-	-	-	600,000	-	-	-	-	600,000	-
Bay Beach Upper Carpark, Cape Paterson - Upgrade	-	-	-	-	-	-	-	-	110,000	750,000	860,000	800,000
Bay Beach Cape Paterson Master Plan Implementation Total	**-**	**-**	**-**	**-**	**80,000**	**600,000**	**-**	**-**	**110,000**	**750,000**	**1,540,000**	**800,000**
Smiths Beach Beachcomber YCW Activity Plans Implementation												
Smiths Beach Beachcomber YCW - Car Park Upgrade - Stage 1, Bottom Tier	-	-	-	-	53,768	541,028	-	-	-	-	594,796	-
Smiths Beach Beachcomber YCW Access Paths	-	-	47,249	140,836	-	-	-	-	-	-	188,085	-
Smiths Beach Beachcomber YCW Car Park Upgrade - Stage 2, Middle and To	-	-	-	-	-	55,247	497,579	-	-	-	552,826	-
Smiths Beach Beachcomber YCW Deck and Viewing Platforms	-	-	-	71,064	181,882	-	-	-	-	-	252,946	-
Smiths Beach Beachcomber YCW Activity Plans Implementation Total	**-**	**-**	**47,249**	**211,900**	**235,650**	**596,275**	**497,579**	**-**	**-**	**-**	**1,588,653**	**-**
Kindergartens												
Kindergarten Projects Design	-	70,000	50,000	50,000	-	-	-	-	-	-	170,000	-
Kindergartens - Bass Valley Expansion	-	-	300,000	-	-	-	-	-	-	-	300,000	-
Kindergartens - Drysdale Street Expansion	-	-	-	-	300,000	-	-	-	-	-	300,000	-
Kindergartens - Newhaven/Cape Woolamai New	-	-	750,000	250,000	-	-	-	-	-	-	1,000,000	-
Kindergartens - San Remo Expansion	-	-	-	500,000	-	-	-	-	-	-	500,000	-
Kindergartens - White Road Refurbishment	-	-	200,000	-	-	-	-	-	-	-	200,000	-
Kindergartens Total	**-**	**70,000**	**1,300,000**	**800,000**	**300,000**	**-**	**-**	**-**	**-**	**-**	**2,470,000**	**-**
Pavilion Upgrades												
Bass Recreation Reserve Pavilion	-	-	-	-	-	1,000,000	-	-	-	-	1,000,000	-
Corinella Angling Club Pavilion	-	-	600,000	-	-	-	-	-	-	-	600,000	-
Inverloch Reserve Pavilion	-	-	-	-	1,000,000	-	-	-	-	-	1,000,000	-
Newhaven Soccer Pavilion	400,000	-	-	-	-	-	-	-	-	-	400,000	-
Old Rovers Pavilion Renewal	-	500,000	-	-	-	-	-	-	-	-	500,000	-
Thompson Reserve Pavilion Upgrade	-	-	-	950,000	-	-	-	-	-	-	950,000	-
Three Pavillions Project Phillip Island and Wonthaggi Croquet Clubs Wontha	2,100,000	-	-	-	-	-	-	-	-	-	2,100,000	-
Wonthaggi Football Pavilion	-	-	-	-	-	-	1,200,000	-	-	-	1,200,000	-
Wonthaggi Netball Pavilion	-	-	600,000	600,000	-	-	-	-	-	-	1,200,000	-
Pavilion Upgrades Total	**2,500,000**	**500,000**	**1,200,000**	**1,550,000**	**1,000,000**	**1,000,000**	**1,200,000**	**-**	**-**	**-**	**8,950,000**	**-**

LONG TERM CAPITAL WORKS PROGRAM 2021-2031 - DRAFT

10 YEAR CAPITAL WORKS PROGRAM

27/09/2021 Version 9

Project	Budget 2021/22	2022/23	2023/24	Long Term Capital Works Program 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total 10 Year Project Cost	FUTURE YEARS
Grantville Cell 8 Construction	-	-	-	57,000	-	2,320,000	-	-	-	-	2,377,000	-
Grantville Cell 9 Construction	-	-	-	-	-	-	-	-	-	-	-	2,500,000
Playspaces												
Playspace - Anderson Street San Remo	-	-	100,000	-	-	-	-	-	-	-	100,000	-
Playspace - Dalyston Recreation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Playspace - Erehwon Point	-	-	-	-	500,000	-	-	-	-	-	500,000	-
Playspace - Fred Gration Reserve	-	-	-	-	80,000	-	-	-	-	-	80,000	-
Playspace - Graydens Reserve Newhaven	-	-	-	150,000	-	-	-	-	-	-	150,000	-
Playspace - Inverloch Hub	-	-	-	-	-	100,000	-	-	-	-	100,000	-
Playspace - Kilcunda Foreshore	-	150,000	-	-	-	-	-	-	-	-	150,000	-
Playspace - Lions Park San Remo	-	-	-	-	200,000	-	-	-	-	-	200,000	-
Playspace - Marine Parade San Remo	-	-	-	-	-	250,000	-	-	-	-	250,000	-
Playspace - McKenzie Views	-	-	100,000	-	-	-	-	-	-	-	100,000	-
Playspace - Outrigger Estate	-	80,000	-	-	-	-	-	-	-	-	80,000	-
Playspace - Rainbow Park Inverloch	-	-	-	670,000	-	-	-	-	-	-	670,000	-
Playspace - Rodney Court	-	-	-	80,000	-	-	-	-	-	-	80,000	-
Playspace - South Dudley Reserve	-	-	-	-	80,000	-	-	-	-	-	80,000	-
Playspace - Strongs Reserve	-	-	-	-	80,000	-	-	-	-	-	80,000	-
Playspace - Wonthaggi Recreation Reserve	-	-	-	100,000	-	-	-	-	-	-	100,000	-
Playspace - Woolamai Park	-	-	100,000	-	-	-	-	-	-	-	100,000	-
Playspaces Total	**-**	**230,000**	**300,000**	**1,000,000**	**940,000**	**350,000**	**-**	**-**	**-**	**-**	**2,820,000**	**-**
Courts												
Cape Paterson Multi Purpose Courts	-	-	-	-	-	600,000	-	-	-	-	600,000	-
Coronet Bay (Fred Gration) Multipurpose Courts	-	-	-	-	200,000	-	-	-	-	-	200,000	-
Kilcunda Caravan Park Courts	-	-	-	500,000	-	-	-	-	-	-	500,000	-
Newhaven Multi Purpose Courts	-	-	-	-	-	-	500,000	-	-	-	500,000	-
San Remo Tennis Courts	-	-	-	-	-	-	800,000	-	-	-	800,000	-
Courts Total	**-**	**-**	**-**	**500,000**	**200,000**	**600,000**	**1,300,000**	**-**	**-**	**-**	**2,600,000**	**-**
Recreation Projects Design	-	50,000	50,000	50,000	60,000	60,000	60,000	70,000	70,000	70,000	540,000	-
Skate Parks												
Regional Skate Park	-	-	-	-	-	-	-	750,000	750,000	-	1,500,000	-
Skate Park - Graydens Reserve Newhaven	-	-	-	-	350,000	-	-	-	-	-	350,000	-
Skate Park - Kilcunda Foreshore	-	-	350,000	-	-	-	-	-	-	-	350,000	-
Skate Parks Total	**-**	**-**	**350,000**	**-**	**350,000**	**-**	**-**	**750,000**	**750,000**	**-**	**2,200,000**	**-**
Sporting Fields Upgrades												
Bass Recreation Reserve Irrigation	-	-	-	-	-	-	-	400,000	-	-	400,000	-
Inverloch Recreation Reserve Irrigation and Drainage	-	-	-	-	-	-	-	-	1,000,000	-	1,000,000	-
Oval Flood Lighting - Inverloch, Dalyston, Cowes Recreation Reserves	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000	-
Thompson Reserve Multi Purpose Inverloch	300,000	-	-	-	-	-	-	-	-	-	300,000	-
Thomspon Reserve Vehicle Access Driveway	-	120,000	-	-	-	-	-	-	-	-	120,000	-
Wonthaggi Recreation Oval 1	-	-	-	-	-	-	500,000	-	-	-	500,000	-
Sporting Fields Upgrades Total	**1,500,000**	**120,000**	**-**	**-**	**-**	**-**	**500,000**	**400,000**	**1,000,000**	**-**	**3,520,000**	**-**
Dog Parks	-	-	100,000	100,000	100,000	100,000	100,000	-	-	-	500,000	-
Minor Community Projects	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000	-
Minor Projects Total	**6,827,797**	**1,898,717**	**4,991,540**	**7,480,097**	**5,946,528**	**8,515,574**	**5,169,360**	**2,459,451**	**3,680,740**	**2,332,155**	**49,301,959**	**3,300,000**

LONG TERM CAPITAL WORKS PROGRAM 2021-2031 - DRAFT

10 YEAR CAPITAL WORKS PROGRAM

27/09/2021 Version 9

Project	Budget 2021/22	Long Term Capital Works Program 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total 10 Year Project Cost	FUTURE YEARS
Landfill Rehabilitation												
Grantville Cell 5 Rehabilitation and Capping	-	825,000	-	-	-	-	-	-	-	-	825,000	-
Grantville Cell 6 Rehabilitation and Capping	-	-	-	-	-	-	-	1,095,000	-	-	1,095,000	-
Wonthaggi Landfill Rehabilitation	-	3,000,000	-	-	-	-	-	-	-	-	3,000,000	-
Inverloch Landfill Rehabilitation	-	-	3,000,000	-	-	-	-	-	-	-	3,000,000	-
Grantville Old Landfill Capping	-	500,000	500,000	-	-	-	-	-	-	-	1,000,000	-
Landfill Rehabilitation Total	**-**	**4,325,000**	**3,500,000**	**-**	**-**	**-**	**-**	**1,095,000**	**-**	**-**	**8,920,000**	**-**
Asset Renewal Programs												
Bridges renewal program	91,224	93,986	597,782	601,736	105,846	111,729	110,119	119,200	123,968	128,927	2,084,517	-
Buildings & Open Space renewal program	5,130,741	3,691,685	6,013,419	5,729,098	6,061,540	6,182,688	6,306,256	6,432,381	6,561,029	6,692,249	58,801,086	-
Carparks renewal program	112,245	115,644	117,955	120,319	122,724	127,688	127,678	130,232	132,837	135,493	1,242,815	-
Computers and telecommunications renewal program	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	6,250,000	-
Pathways renewal program	229,403	236,349	241,073	245,904	250,819	261,483	260,945	266,164	271,487	276,917	2,540,544	-
Plant, Fleet & Equipment renewal program												
Light Fleet & Equipment replacement program	843,500	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,243,500	-
Plant & Equipment renewal program	1,110,000	1,510,000	905,000	950,000	1,290,000	880,000	730,000	850,000	830,000	940,000	9,995,000	-
Plant, Fleet & Equipment renewal program Total	**1,953,500**	**2,110,000**	**1,505,000**	**1,550,000**	**1,890,000**	**1,480,000**	**1,330,000**	**1,450,000**	**1,430,000**	**1,540,000**	**16,238,500**	**-**
Rural Roads renewal program	1,708,991	1,758,422	1,829,597	1,891,439	1,918,496	2,061,575	1,995,949	2,096,392	2,159,284	2,245,655	19,665,800	-
Storm Water renewal program	737,519	735,418	811,827	889,773	968,794	1,069,159	1,007,906	1,271,961	1,399,157	1,427,140	10,318,654	-
Street decoration renewal program	-	-	11,834	12,071	12,313	12,559	12,810	13,066	13,327	13,594	101,574	-
Unsealed Roads renewal program	493,762	508,715	518,882	529,281	539,860	561,952	561,655	572,888	584,346	596,033	5,467,373	-
Urban Roads renewal program	2,635,388	1,170,406	1,205,396	1,241,639	1,279,045	1,343,595	1,330,682	1,399,683	1,441,673	1,484,924	14,532,431	-
Playspace Renewal Program	-	-	-	130,000	300,000	-	-	-	-	-	430,000	-
Court Renewal Program	-	-	-	-	400,000	-	300,000	-	-	-	700,000	-
WUCAC												
WUCAC - Replacement Equipment	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	240,000	-
WUCAC - Replacement Projector	-	150,000	-	-	-	-	-	-	-	-	150,000	-
WUCAC Total	**-**	**150,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**390,000**	**-**
Asset Renewal Programs Total	**13,717,773**	**11,195,625**	**13,507,765**	**13,596,260**	**14,504,437**	**13,867,428**	**13,999,000**	**14,406,967**	**14,772,108**	**15,195,932**	**138,763,295**	**-**
Grand Total	**35,052,169**	**28,726,248**	**40,984,640**	**50,397,471**	**51,604,792**	**41,480,400**	**44,240,087**	**29,021,418**	**36,512,848**	**20,088,086**	**378,108,160**	**##########**

Attachment 5: Draft Long Term Financial Plan 2021-31 comments from Public Exhibition

Submitter	Feedback	Council Response	Change required
Submitter A	In the Comprehensive Income Statement what assets were sold/ disposed of to generate a net loss of $2.793m in actuals 20/21?	Council expensed the carrying value of the old Cowes Cultural and Community Centre building which was demolished during the financial year as well as the carrying value of the buildings that were situated on the site housing PICAL that was sold to the State Government at the end of the 2019/20 financial year.	Not recommended
Submitter A	Why is the Draft Capital Works Program dated 30/08/2021 Version 7 repeated three times in the document along with the funding sources showing twice? Does no one check the accuracy, clarity and integrity of this public document?	The published Capital Works Program that is included in the LTFP documentation contains both a high level and detailed program as well as details of funding sources for the different projects. A separate PDF file was used for both the high level and detailed program. This resulted in the high level capital program being duplicated. We note this and will amend the final version to only reflect the high level capital works once. As there have been a number of preliminary or draft versions of the Plan, Council officers use Version Control labelling to ensure that the latest and most current version of the Plan is released for public comment and feedback.	Not recommended
Submitter A	The Thompson Reserve new entry and car park is shown for action in 2025/26. Why has work already been started in September 2021? It is not in the 2021/22 budget? What is the purpose of an approved budget if it is not followed? How many other line items can or will be moved about?	This project was not funded in the 2021/22 budget. As Council is now delivering the cricket net training facility project, a proposal to fund the driveway access to Thompson Reserve was considered and approved by Council at the August 2021 meeting. Funding of $120K that is allocated for this purpose in the LTFP may be made available for alternative projects. This will be done as part of the next review of the LTFP.	Not recommended
Submitter B	No feedback received (resident just provided demographic information)	No response required.	Not recommended

Attachment 5: Draft Long Term Financial Plan 2021-31 comments from Public Exhibition

Submitter	Feedback	Council Response	Change required
Submitter C	I am concerned that the Aquatics section is written before the result to the feasibility studies that Council have run is not known and because of that it put Phillip Island behind the eight ball. Surely it would have been a far wiser option to declare the result before publishing what I feel is a slap in the face for residents on the Island who contribute to 47%+ in revenue to the shires budget. Plus, the amount that comes from the Tourism sector for the Shire and State, after all the Penguins I believe is the number two tourist attraction for the state of Victoria. What does the latest statement from the Business Events Victoria say regarding Phillip Island not the Shire put the island up front for any future development.	Council's Long Term Financial Plan provides for the delivery of a new or upgraded Aquatics facility in Wonthaggi or Phillip Island with the second facility programmed for the next decade. Design is underway for both of these projects. This will support Council's advocacy for these projects, both of which are dependent on external funding from other tiers of government (State or Federal). Council will continue to advocate to the Commonwealth and State for funding for both of these projects. In the event of funding being provided for both projects, it will vary the Plan to reflect this.	Not recommended
Submitter D	I note that the plan anticipates the completion of either the Wonthaggi or Phillip Island aquatic centre, depending on the availability of further external funding. Given Wonthaggi already has swimming facilities, I would expect the Plan to commit to proceeding with the Phillip Island facility first and in preference to the additional Wonthaggi facility. The population of permanent residents on Phillip Island and San Remo has grown significantly - and more services and facilities should be provided in preference to the already well provided for Wonthaggi residents.	No response requested. Thank you email sent.	Not recommended
Submitter E	There is so much spending on infrastructure but where is the spending on elements that build community wellbeing? For example, funding for community development initiatives, outside spaces for young people (not only playgrounds and skate parks), meaningful community engagement not just rushed last minute attempts, more staffing in key areas that support the community. The list goes on. Who will use all these facilities when young people move away? This needs to be a well-being financial plan as large parts of our population are struggling.	No response requested. No contact details provided for acknowledgement.	Not recommended

Attachment 5: Draft Long Term Financial Plan 2021-31 comments from Public Exhibition

Submitter	Feedback	Council Response	Change required
Submitter F	I think it is very important for the shire to diversify its economy in the future and particularly move away from its reliance on tourism, which is seasonal and which we have seen in the last few months is vulnerable. In my opinion the main emphasis should be on developing the knowledge economy. to do this we can draw on the fast NBN connection we have in the area, our proximity to Melbourne and the attractiveness of our location. In the present financial plan the items under 'Economy' are all related to tourism. I would like to see money set aside for promotion of the area to the new businesses I am referring to as well as the development of Business Incubators to encourage this further. I think this proposal would also raise the aspirations of young people studying in the area (which at the moment are low). It would also encourage them to remain in the shire and bring down the average age of residents which would also be beneficial.	Within the draft Council Plan 2021-2025 Strategic Objective – Growing our Economy – Progressing opportunities for visitor economy and business growth in harmony with our natural environment and sustainable values there are a number of actions that will support the diversification of the local economy i.e. • Support the creation of new jobs through the development of local businesses, activity centres and business innovation. • Work in partnership with students, education providers and local businesses to facilitate education and employment pathways. • Take a Shire-wide approach to enhancing and diversifying our visitor economy and attraction. • Advocate for and leverage technology and digital resources to improve connectivity, service delivery and experience. • Facilitate economic resilience and diversity so new and existing industries continue to succeed in local, national and global markets.	Not recommended
Submitter G	Noting that the Overview and Context of the Plan includes a strategic approach to place-based planning, a commitment to net zero emissions for Council and the community by 2030 and our goal to become Victoria's premier destination to live, work, visit and invest in, the plan does not address the most challenging challenge for Bass Coast: 'How to save the Shire from an unsustainable industry, the sand industry that is ravaging most of the Shire's remnant pre-European vegetation'.	Strategic Objective 1 of the draft Council Plan 2021-2025 - Protecting our natural environment – Building resilience and protecting and enhancing our natural assets. This includes a specific action to improve biodiversity through careful management of land, water and ecosystems that protect and enhance our native flora, fauna and biolinks.	Not recommended

Attachment 5: Draft Long Term Financial Plan 2021-31 comments from Public Exhibition

Submitter	Feedback	Council Response	Change required
Submitter G	Acknowledging that the pandemic has had a disproportionate impact on Bass Coast communities that have a high dependence on the visitor economy, the Plan does not reflect the risks associated with wildlife exploitation and the devastation of wild places where animals live – this also puts people at risk of encountering new zoonotic diseases like COVID-19.	As noted above the draft Council Plan 2021-2025 has a specific action targeted at improving biodiversity through the careful management of land, water and ecosystems that protect and enhance our native flora, fauna and biolinks.	Not recommended
Submitter G	In reference to the expectation that Bass Coast is currently expecting unprecedented growth that is expected to be sustained over the long term, we need to ensure that development is genuinely sustainable and we want a vision and a financial plan that also values the quality of life.	Strategic Objective 5 of the draft Council Plan 2021-2025 – Sustainable Development – Prepare for growth while ensuring the intrinsic values and character of Bass Coast are retained. This includes a number of actions that provide greater assurance for a sustainable development framework that maintains the quality of life and residential amenity that is currently enjoyed i.e. • Plan for housing growth and development that is inclusive, affordable, resilient and complements the nature of individual townships. • Manage urban growth and define town boundaries to deliver future focused infrastructure that is innovative, sustainable and adaptable. • Promote environmentally sustainable and universal design principles as standard.	Not recommended
Submitter G	Further to the proposal to deliver an expanded Biolinks project as part of the Climate Change Action Plan, we understand that the Holden Proving Ground in Lang Lang is about to come back on the market and the purchase of this site will fit favourably into the Council's Climate Change Action Plan.	Council does not have the financial capacity to acquire this site without significant sponsorship from the State Government. While Council will continue to advocate for future use of this site to be closely aligned to the protection of the natural environment it will not be financially responsible to include the costly acquisition of this site into its forward financial plan.	Not recommended

Attachment 5: Draft Long Term Financial Plan 2021-31 comments from Public Exhibition

Submitter	Feedback	Council Response	Change required
Submitter G	While Developer contributions in kind are supported, Council should not accept payments in cash in lieu of land. Land is a scarce resource that is highly prized by children, residents and visitors as a place to walk, sit and eat in.	Developer contributions that are made in cash rather than in kind can only be expended on the acquisition or improvement of public open space or sportsgrounds. This helps Council fund necessary improvements to its public open space and sportsgrounds including the acquisition of land that must be used for this purpose.	Not recommended
Submitter G	Noting that funding for the costs associated with developing the Bass Coast Dinosaur Trail are expected to come from the Federal Government, it would be good if the funding for the purchase of the Holden Proving Ground could be provided by State and Federal Government grants.	While Council will continue to advocate for future use of this site to be closely aligned to the protection of the natural environment, it is not prudent to build in projections for external funding for the acquisition of this site.	Not recommended
Submitter G	While supportive of the Tracks and Trails initiative, the downside is that the establishment of these trails will require development with associated environmental impact to build the trails, provide car parking and other infrastructure including public amenities. This could result in unintended consequences including vegetation removal, negative impacts on natural wildlife corridors and reduced biodiversity.	We note that development of a comprehensive tracks and trails network will require limited development that is aimed at making these trails accessible and convenient to users. We also believe that our strong focus on protecting the natural environment will ensure that this is mitigated by positive actions that will restore any vegetation that needs to be cleared and enhance rather than detract from the existing wildlife corridors (e.g. Biolinks).	Not recommended

Attachment 5: Draft Long Term Financial Plan 2021-31 comments from Public Exhibition

Submitter	Feedback	Council Response	Change required
Submitter G	The section on Council Plan Themes and Strategies is silent on action that is being taken in relation to address the questionable interest in sand reserves in the Shire. The acquisition of the Holden Proving Ground with the possible assistance of the State or other philanthropic groups should be listed as an objective.	As previously noted. Strategic Objective 1of the draft Council Plan 2021-2025 - Protecting our natural environment – Building resilience and protecting and enhancing our natural assets. This includes a specific action to improve biodiversity through careful management of land, water and ecosystems that protect and enhance our native flora, fauna and biolinks. It is not considered prudent to include the acquisition of the Holden Proving Ground as a specific objective given the significant cost and the need for this to be offset by external grant funding.	Not recommended
Submitter G	The section on Financial Sustainability would benefit from the Holden Proving Ground acquisition with State and Federal Government grant assistance as an objective.	As previously noted it is not considered prudent to include the acquisition of the Holden Proving Ground as a specific objective given the significant cost and the need for this to be offset by external grant funding.	Not recommended
Submitter G	The Financial Principles and Measures section would also benefit from the objective to acquire the Holden Proving Ground.	See above.	Not recommended
Submitter G	The Sustainable Development section and the related strategic objective needs to provide greater assurance that Council is minimising the impact of growth and retaining as many wilderness areas as we can.	As previously noted the draft Council Plan 2021-2025 contains a specific action to improve biodiversity through careful management of land, water and ecosystems that protect and enhance our native flora, fauna and biolinks.	Not recommended

Attachment 5: Draft Long Term Financial Plan 2021-31 comments from Public Exhibition

Submitter	Feedback	Council Response	Change required
Submitter G	The Growing our Economy strategic objective and related major projects in the Long Term Financial Plan is in order provided the natural environment is not compromised.	This Council Plan objective contains a number of actions aimed at ensuring the Shire's natural environment is not compromised, these include: • Support our agricultural and farming industry to produce local food and encourage biodiversity conservation. • Support farmers to offer sustainable tourism projects on their land.	Not recommended
Submitter G	As previously articulated the acquisition of the Holden Proving Ground and associated protection of this land is desirable and could be considered within the Strategic Land acquisition project in the Long Term Financial Plan.	As previously noted it is not considered prudent to include the acquisition of the Holden Proving Ground as a specific objective given the significant cost and the need for this to be offset by external grant funding. The Strategic Land funding allocation in the Long Term Financial Plan will not be able to accommodate the acquisition of the Holden Proving Ground site.	Not recommended
Submitter G	The section on Council's non-financial resources especially the Organisational Values and behavioural framework is applauded.	We note and thank the submitter for these comments.	Not recommended

Submission 1/10/2021

Draft Long Term Financial Plan 2021-31.

I acknowledge Council (Bass Coast Shire Council) is A Corporation with an ABN and as a public corporation must have a board of directors.

The board of directors is the elected Councillor group with the chair person being the Mayor, assistant the Deputy Mayor.

I acknowledge the Local Government Act 2020 parts

Section 46. Functions of the Chief Executive Officer and

Section 106. Service performance principles.

I acknowledge the Mayor is head of Council and chairperson of Councillors being the board. The determining decision making group providing direction to the Chief Executive Officer appointed by Councillors to control the administration of Council.

I acknowledge the position, responsibilities and duties of the Chief Executive Officer of the Bass Coast Shire Council as head of the administration of Council.

It is alarming that Council (The CEO) would release this draft Long Term Financial Plan 2021-31 when the Community Vision 2041 and the Council Plan 2021-25 have not been presented to an Ordinary Council meeting seeking approval by Councillors. Both are yet to be approved.

Continuous improvement to Lifestyle and Liveability, Health and Well-being.

1. **I request at the beginning of this Long Term Financial Plan 2021-31 the Community Vision Plan 2041 and its Statement along with the Council Plan 2021-25 be included as primary references determining any Long Term Financial Plan for any period.**

2. **I request the Long Term Financial Plan 2021-31 have a continuation linking numbering system that links backwards to the Council Plan 2021-25 and the Community Vision 2041. The numbering link system to continue forward each year into the Capital Works Program in the budget.**

It is important to note two elected Councillors representing ratepayers have economic training.

One has a Bachelor of Economics degree and the other is a fully qualified Accountant.

These highly trained Councillor's having the knowledge of finances and planning is encouraging to achieving a Long Term Financial Plan for all the paying ratepayers of the Bass Coast Shire, some 33,020.

I now turn to the Draft Long Term Financial Plan 2021-31.

3. **I request all financial figures presented in this draft Long Term Financial Plan 2021-31 be corrected to show the resultant figures shown in the approved 4th Quarterly Financial Report, period ending 30-6-2021. Example, The Long Term Financial Plan, heading – Comprehensive Income Statement reports a column headed – ACTUAL 2020/21 $, 000. There are a number of financial figures that are not the same values as reported in council 4th Quarterly Financial Report. I ask why.**

4. **I request the financial figure shown as $18,699M on page 31 under the heading – Statement of Investment Reserves. ACTUAL 2020/21 $, 000 or is the column – 2021/22 $, 000 to correspond with the Grand Total Carry Over shown at the bottom of page 16 of the 4th Quarterly Financial Report period ending 30-6-2021. Page 15 and 16 additions tallies to $30,387M comprising of 102 Carry over Projects into 2021-22. Page 15 has 45 projects and page 16 has another 57 projects. Why is this figure incorrect in the Long Term Financial Plan?**

5. **I request a written explanation as to why is the CEO of Council presenting to the Mayor, Councillors and Ratepayer a year by year financial figure of <u>$18,699M for Constrained works (carry forward)</u> shown on page 31 as a forward forecast of NOT being capable of achieving the overall Capital Works Program listing during any year after a budget has been approved by the board (Councillors) of Council. I point out the overall Capital Works Projects comprises of new budgeted Capital Works which is and must be added to the listing of projects NOT completed or fully expensed from previous years. Carry over's or Carried Forward or as council calls the figure, Constrained Works also shown in the Annual reports is a basic measure of FAILURE by the Chief Executive Officer.**

6. **I request Council to quantify within the draft Long Term Financial Plan 2021-31, page 31, Statement of Investment Reserves, Strategic works $11,364 or $11,853M and the Unallocated surplus $6,713 or $4,281M are they fully funded by cash or investments or grants supports.**
   The budget 2021/22 provides differing figures. Notes explain the Strategic works – This reserve contains funds set aside for future works that have yet to be clearly identified. This reserve exists to support future opportunities. Unallocated Surplus – this reserve contains any unallocated funds available for council use.

7. **I Request Councillor's, the board seriously undertake the establishment of <u>Key Performance Indicators</u> for Capital Works Programs in setting Quarterly measures. Measurements for Completed, Multi-year, Underway, Planning/Design/Approval, Deferred and Carried over project numbers measured against the total project start number with percentage measurements. The two Councillors with an economic background are more than capable of determining these K.P.I's and others. A notice of motion put to a council meeting would allow debate leading to approval.**

8. **K.P.I's to be considered for monitoring.**

   a. **Capital Works Projects commencing/starting in any initial form per Quarter measured against the overall number of projects.**
   b. **Capital Works Projects completed per Quarter measured against the overall number of projects.**
   c. **Capital Works Projects advancing in any process per Quarter measured against the overall number of projects.**

d. Capital Works Projects Quarterly expenditure measured against the overall funding allocation (Budget + Carryover).

<u>Some history. 1/7/2020 to 30/6/2021.</u>

9. 30/9/2020. Total CWP = 143 with a budget financial allocation of $43,604,226.

YTD actual expenditure was $1,790,552. 26 completed, 35 underway, 10 multi-year, 50 Planning/Design/Approval, 17 not started, 5 deferred while Investments were $41,040M after Rates and Charges Income was $64,176M.

10. 31/12/2020. Total CWP = 147, financial allocation of $43,604,226.

YTD actual expenditure was $5,429,736 (up by $3,639,184), 50 completed, 43 underway, 11 multi-year, 26 Planning/Design/Approval, 11 not started, 6 deferred while Investments increased to $53,000M after Rates and Charges Income was $64,304M a very small increase.

11. 31/3/2021. Total CWP = 149, financial allocation of $43,604,226.

YTD actual expenditure was $9,941,267 (up by $4,511,531), 67 completed, 36 underway, 11 multi-year, 21 Planning/Design/Approval, 6 not started, 8 deferred while Investments increased to $63,200M after Rates and Charges Income was $64,927,000 again a very small increase. The $64,927,000 is broken down to be $51,230M Rates Only Income and $13,550M Garbage Income.

12. 30/4/2021. Council reported a slight decrease in Investments down to $58,040M in Term Deposits. $248,182 was the financial benefit (maturity) return to the investments. The Garbage Income of $13,690M was a small increase.

13. I point out the previous Councillor group approved, gave authority to the CEO of Council to Invest at will without seeking approval at an Ordinary Council meeting of Councillors. WHY. I request and answer.

14. Council has unlimited revenue sources, Rates Income, Garbage Income, Investment return maturity funds, Developer financial contributions, Non monetary asset contributions ?, Federal taxpayer grants, State Government grants, Over estimating the financial allocation to a CWP resulting in a book surplus, Contingency funding allocation of 5% to 10% to a project when only part is actually expensed resulting in a book surplus, shovel ready projects initially funded through rates being later funded by grants which moves the initial rates supporting funds to general expenses just to name some.

15. <u>What do we know about the 4th Quarterly Financial report?</u>

Capital Works Projects listing results for year's end 30-6-2021.

16. Budget $ + Carry over $ allocated for the year = $43,604,226. Carry over's at 30/6/2021 $30,387,000 or 69.69% not expensed for the year.

17. Total CWP = 160 with a financial allocation of $43,604,226.

18. The Carry Over to 2021/22 report page 15 and 16 shows 102 Capital Works Projects not completed. The Grand Total financially of $30,387M. I believe the 102 projects and the $30,387M is the true and correct Carry over details. Which begs the question how many Capital Works Projects were there in the first place if as reported 96 were complete?

30-6-2021 Projects overview. If the 160 total project number is correct. Source 4th Quarter Financial Report, Capital Works Progets spreadsheet.

19. **Completed Projects = 96. 60%**

20. **Underway = 37. 23.13%**

21. **Multi-year = 13. 8.13%**

22. **Planning/Design/Approved = 4. 2.5%**

23. **Deferred = 8. 5% Note 5 projects were deferred as of 30/9/2020, the 1st Quarter. All with high financial allocations.**

24. **Carried over = 2. 1.25%**

What do these figures mean?

25. **These figures and previous yearly figures clearly demonstrate a very poor yearly performance outcome by the Chief Executive Officer as they show no matter what direction is approved to move forward via a yearly budget the instructions are not being achieved to continually improve all our Liveability and Lifestyle, Health and Well-being.**

I have worked in private manufacturing industry all my working life. I am not an accountant or have had any training in such.

To my elected councilors, my readings of councils own reports, discussion with my financial adviser and an accountant has given me some understanding but not all of Council's financial reports.

As a manager in my working life in private business the nature of Carry over's of projects in number or in financial levels would lead to a full enquiry where by very hard and blunt questions were asked leading to beneficial outcome benefits. In private business Carry Over's would be a failure of sales delivery and a poor financial outcome to the business.

Fish Bone Cause and Effects Charts would be used to overcome identified problems leading to corrections.

26. Councillor's, I urgently request you all, two with economic backgrounds to very carefully set a Long Term Financial Plan 2021-31 so that each and every year the Carry Over number of projects and their financials progressively reduce by at least 9% per year.
A Carry Over financial target figure should be close to $5M at the end of 10 years.

27. KPI's will be the key reporting factors. I request details of your KPI's to be forwarded to me once established.

28. Financial staging of financial requirements must be put in place for each CWP. There are multiple stages of financial payments for all Multi-Year projects. These must be determined at budget time.

29. I request this Long Term Financial Plan 2021-31 be monitored on a yearly basis, Forecast against Actual to understand if or when this plan will require reviewing. The results of monitoring to take place once a 4th Quarterly Financial Report is approved. The monitored results to be part of draft budget time details. The yearly details to be presented to an Ordinary Council meeting.

30. I request this Long Term Financial Plan 2021-31 to be reviewed and taken into full consideration each 4 years when a new Council Plan is being determined.

31. I now would like to ask the two financially trained Councillor's.

Is it fair or right or justified for Council to take in Rates and Charges Income of $64,176M (95.5% of the year) in the 1st quarter, (1-7-2020 to 30-9-2020) when the yearly income was $67,198M. When in the 1st Quarter only $1,790,552 (2.79%) was expensed towards CWP (26 projects 18.2% were completed out of 143). While Investments in Term Deposits in the 1st Quarter was $41,040M? The 4th Quarter Financial Report 2020/21 would have indicated a first year failure of a Long Term Financial Plan if it was to have commenced in 2020/21, last year.

32. **It is my understanding the Councils Audit Committee consisting of 3 external Auditors and 2 Councillors are not required to Audit a Long Term Financial Plan at any time or year. The Audit Committee can only Audit the information presented at the time. That is why Carry over details has been brushed to one side every year.**

Continuous improvement in Lifestyle and Liveability, Health and Well-being must be a yearly focus.

33. **I request a written reply to all points and requests in this submission. Changes MUST be made. This Long Term Financial Plan 2021-31 is a starting point. The next budget another.**

[redacted]

[redacted].