



# **Supplementary Agenda**

**for the**

**Ordinary Meeting of the Council**

**to be held in the**

**Council Chambers, 118 Victoria Street, St George**

**on**

**Thursday 18th February 2021**

**Commencing at 9:00am**

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# MEETING BUSINESS BY CORPORATE FUNCTION

## (OCEO) OFFICE OF THE CEO

ITEM	TITLE	SUB HEADING	PAGE
OCEO1	<b><u>DIRRANBANDI HOT BATHS CONSULTANT OPERATIONAL MODEL, FINANCIALS AND CONCEPTUAL DESIGNS</u></b>	<i>Recommend Council to proceed with the development of the Dirranbandi Hot Baths as per the consultant's recommendation, supporting the estimated financial costs to Council and approving the proposed conceptual designs, by the Chief Executive Officer.</i>	3
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## OFFICER REPORT

**TO:** Council

**SUBJECT:** Dirranbandi Hot Baths Consultant Operational Model, Financials and Conceptual Designs

**DATE:** 12.02.21

**AGENDA REF:** OCE01

**AUTHOR:** Garnet Radford - Economic Development Officer

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### Sub-Heading

Recommend Council to proceed with the development of the Dirranbandi Hot Baths as per the consultant's recommendation, supporting the estimated financial costs to Council and approving the proposed conceptual designs, by the Chief Executive Officer.

### Executive Summary

Spa Guru Consulting, (The Consultant), has been contracted to develop the business plan for the preferred operator(s) including: operational and marketing plans as well as financial analysis and projected impacts to Council. Council will also be provided by the Consultants proposed conceptual/architectural designs after further consultation with stakeholders with regards to the Dirranbandi - Jack Dwyer Memorial Park site – Lot 56 SP101406.

Following on from the October 2020 Council meeting, the purpose of this report is for Council to resolve the development of the Dirranbandi Hot Baths as recommended by the Consultant and support the recommended operating model. Council's decision would be further supported by the estimated financial impacts and expected contributions Council would make to the project post construction. It is also recommended that Council will review and support the proposed conceptual/architectural designs. After Council confirming the progression of the development and approval of conceptual designs, Council can then progress to the tendering stage of the project, calling for submissions and awarding the contract by the April 2021 Council meeting to adhere to the new milestone requirements of the project.

### Background

This project will construct a series of thermal baths to be in Dirranbandi. Dirranbandi has a population of less than 700 people and is in a flood-prone agricultural area. The aim of the project is to increase tourist numbers in the area by attracting those following the trail of hot springs in the region and to provide a facility to improve the amenity of Dirranbandi. The facility will also target residents looking for an experience and therapeutic values offered.

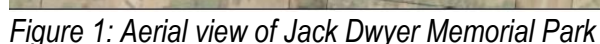
The project involves the development and construction of the thermal baths with consultation from Spa Guru Consulting who has been appointed as the project consultant for conceptual design and theme, site selection and project costings. Preliminary work will involve the finalisation of the site by Council, completion of the project design and approval of the design by Council, the procurement of materials, a tender process for a construction

At Council's meeting on 29 October 2020, Council supported the following site after review of five potential sites for the Hot Baths:

That Council resolves to:

- Jack Dwyer Memorial Park – Lot 56 SP1010406 – site is owned by Balonne Shire Council and in the Jack Dwyer Memorial Park precinct. No constraints such as capital, tenure, native title, and within close proximity to the town bore reducing infrastructure costs. Lot size can accommodate for the thermal baths footprint and still maintain ample car parking.

Provided the project further progresses, a business plan and operational recommendation has been developed by the Consultant in consultation with various stakeholders and business professionals to provide guidance to both Council and a recommended operator (part). Estimated cost impacts to Council (operating, contribution and asset depreciation), and financial projections (three-year profit and loss and cash flow projections) has been developed by Council in consultation with the Consultants accountant and an external accountant that provides financial and accounting advice to Balonne Shire Council.



## Conceptual Design and Facilities

In response to council and community stakeholder engagement, global trends analysis and regional and local tourism projections, the DTB consultants are recommending a unique facility, to suit Dirranbandi, offering the following inclusions,

- private baths for singles or couples
  - a family or 4-person bath (disability accessible)
  - a boutique function space
  - The Dirran Dip novelty pool-for children, young people, and a good therapeutic soak.
- reception and retail.

The Thermal Baths will be partly prefabricated and constructed on site to minimise cost, but still create opportunities for local businesses. As a risk management pre-caution, the modular/collapsible style of construction would, if the unfortunate event arose where Council was forced to sell the Thermal Bath assets, this construction model would allow for this.

It is also encouraged that if this project goes ahead, this will be the first development and a subsequent master plan for the Jack Dwyer Park precinct would be required. Funding for this proposed master plan would not be through the current Murray-Darling Basin Economic Development Programme funding for the Hot Baths.

### Operator(s)

Skillsets required to manage and operate the Thermal Baths would be:

- Relevant experience in managing tourism and/or wellness sector businesses
- Marketing experience and excellent customer service skills
- Professional service team
- Experience working with key stakeholders and staff/volunteers
- Operational – accreditations (lifeguards, First Aid etc)

### Operational Models

Two operational plans that are being proposed are:

1. Contract with an operator
2. Lease agreement with a local not for profit

Advice has been given by a Balonne Shire Council financial advisor with regards to the two operational models and estimated costs.

#### Option 1

If Council was to enter into a contract with an operator managing the operations, there would be a requirement for Council to help subsidise the cost of operations and to ensure compliance and WH&S, would provide in-kind services. It is suggested that this would be a three-year agreement and three-year option reviewed annually based on profit and loss as to determine the level of Council's contribution. As an estimate, this initial contribution would be approximately \$60,000 for the first year based with costs including repair and maintenance, electricity, consumables, and salary/wage related expenses.

The advantages are a straight operator lease with one individual operating it as for-profit business. The disadvantages are Council would be required to financially support the project, there is a risk that the operator vacates and no succession plan in place and even though Council could apply for grant assistance, the operator

would be limited to eligible funding assistance. There is also a challenge with grant funding notably the timing involved affecting cash flow.

#### Option 2

An option for Council is to have a lease agreement (peppercorn lease) with a local not-for-profit who manages the day-to-day operations including staff and volunteer management with Council contributing to repair and maintenance costs and an agreed annual contribution to assist with on-going costs. This is the model that is currently adopted by the Great Artesian Spa in Mitchell managed by the Booringa Action Group. The idyllic group would be a Dirranbandi based registered not-for-profit that is community focused, is financially sound, has the capacity to take on and manage the Baths and have the staff and volunteer base that have relevant skillsets needed to operate the Baths.

The benefits of a Council and not-for-profit organisation managing the Thermal Baths are:

- Apply for future grant funding to help offset operating costs as well as further develop the site;
- Create a sense of community ownership and support (including the ability for residents and groups and externals to donate to the project help offset costs)
- Succession plan as staff and volunteers are up skilled ensuring the operational sustainability of the baths providing less risk to the medium- and long-term sustainability of the Thermal Baths
- Minimise the financial impact on Council in the medium and long-term as there would be multiple revenue channels to reduce the reliance on Council assistance.

#### Conceptual Designs

Architectural/conceptual design presented to Council and discussed at the February 2021 Council meeting.

#### Estimated Financial Impacts to Balonne Shire Council

Description	21-22	22-23	23-24
Operating contribution	\$25,000	\$25,000	\$0
Operating expenses	\$35,750	\$38,525	\$41,230
Total Operating	\$60,750	\$63,525	\$41,230
Depreciation	\$23,000	\$23,000	\$23,000
Total	\$83,750	\$86,525	\$64,230

#### Link to Corporate Plan

Key Foundation Area	Key Program Area
<u>Economy</u>	Tourism growth and development

#### Consultation (internal/external)

- 4.1 BSC Councillors – Cr O'Toole, Cr Avery, Cr Todd, Cr Fuhrmeister
- 4.2 Spa Guru Consulting (Conceptual design and theme)
- 4.3 SMK Consultants (Surveying)
- 4.4 Janine York – Department of Natural Resources, Mines and Energy (land tenure, acquisitions, reserves – State owned land)
- 4.5 Jeremy Marshall – MacDonnells Law (Native Title and procedural rights)
- 4.6 Andrew Boardman, Adam Cassell, Peter Willey - BSC Infrastructure Services
- 4.7 Fiona Macleod – BSC Planning Officer
- 4.8 Stacey Lee – BSC Asset Accountant
- 4.9 Andrea Killen – Murray-Darling Advisory Group and President Dirranbandi Progress Association

- 4.10 Jonathan Burrell – Murray-Darling Advisory Group, First Nation Community Member
- 4.11 Pam Crothers – Rail and River Precinct, Rail and River Arts Council
- 4.12 Barbra McMillan – Rural Transaction Centre, Visitor Information Centre
- 4.13 Nikki Pulfer – Dirranbandi Retreat and Caravan Park
- 4.14 Rebecca Lomman – Arcadia Communications (Business and Tourism Advisor)
- 4.15 Dirranbandi Fishing & Restocking Club
- 4.16 Mark and Julie Anderson – Dirranbandi Motor Inn
- 4.17 Kimberley Clark – Community Health Nurse
- 4.18 Jeff Watson – Booringa Action Group (Mitchell)
- 4.19 Manager – Great Artesian Spa (Mitchell)
- 4.20 Glenn Hart – Financial Accountant

## **Legal Implications**

No legal implications for this report

## **Risk Implications**

Financial Impact - Inability to achieve financial sustainability and meet current and future needs of the community.

## **Policy Implications**

There are no policy implications with the adoption of this report. The project is consistent with the objectives of the Corporate Plan to grow the economy and create community health and wellbeing.

## **Financial and Resource Implications**

Planning approval and construction of the Dirranbandi Thermal Baths is funded through grant monies with a total of \$875,000 of grant funding from the Commonwealth Government Murray-Darling Basin Economic Development Program (MDBEDP). In January, a variation to the agreement was approved by the Department of Agriculture and Water Resources with new milestone dates to complete the project by 30/09/2021, a final milestone report to be completed by 31/10/2021, and the final milestone payment to be received by 30/11/2021. A requirement by the Australian Government is an email update in February with Milestone 2 due 30/04/2021. Required in the second milestone is the approving of conceptual designs and awarding of the tender.

Both operating model options would require Council to contribute an estimated \$60-63,000 in assistance for the first two years (recommended \$25,000 financial contribution and \$35,000 to \$38,000 per annum in operational and maintenance costs, however this figure would be reviewed annually based on the revenue received from the operator. The depreciation cost of the assets is estimated to be at \$23,000 not including replacement costs of items. Therefore, the annual financial impacts to Council are estimated at \$83,000 to \$86,000 per annum for the first two years of operation. After two years and reviewed annually, there is the on-going financial commitment by Council on servicing, repair, and maintenance and potentially asset replacement. Service and maintenance costs have been estimated to be approximately \$40,000-45,000 per annum over the next five years.

Expenses disbursed on the project at the time of writing is \$16,302 which includes stage 1 consultant fees, surveying fees, professional services (business planning and market analysis) and travel related expenses for the consultant (25-26 November 2020 community consultation). There is currently \$17,705 in financial commitments (stage 2 consultant and architectural fees and travel allocation for the Consultant). Total project financial commitments and expenditure made by Council at the time of writing is \$34,007 (exclusive of GST).

## **Options or Alternatives**

Options Council has for the project are:

1. Resolve to support the recommendations and progress with the project for completion or
2. Not progress with the project, with Council being required to honour current financial commitments to the project with the balance of funds (or all) to be returned to the Commonwealth Government of Australia.

## Attachments

1. 2021 - Dirran Thermal Baths - Consultant Dev. Recommendation.pdf [↓](#) 
2. 2021 - Dirran Thermal Baths - Financial Projections.pdf [↓](#) 

## Recommendation/s

That Council resolves to:

1. Support the development of the Dirranbandi Thermal Baths based on the estimated financial impacts to Council;
2. Approve the proposed concept and design of the Dirranbandi Thermal Baths;
3. Recommend that the preferred operating model and agreement with Council be with a local and registered not-for-profit organisation; and
4. Delegate to the Chief Executive Officer, under Section 257(1)(b) of the Local Government 2009, to complete all necessary phases of the project to meet the funding agreement timeframes and all applicable regulatory approval requirements.

Matthew Magin  
**Chief Executive Officer**



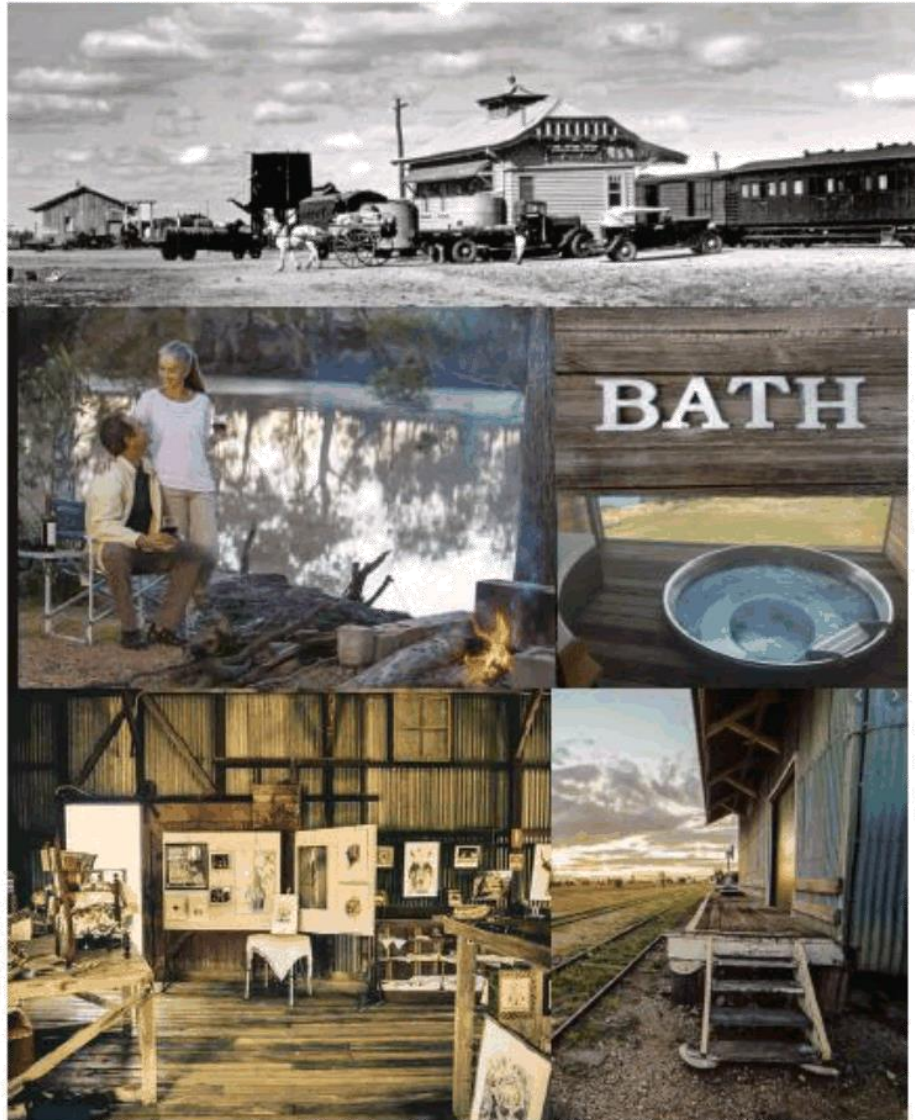
**DIRRANBANDI THERMAL BATHS  
&  
THE DIRRAN DIP**  
(WORKING TITLE ONLY)

**DEVELOPMENT  
RECOMMENDATION**

**SPA GURU CONSULTING**  
FEBRUARY 2021

DIRRANBANDI THERMAL BATHS : MOOD BOARD v2

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## **Executive Summary**

The Dirranbandi Thermal Baths (DTB) will be Dirranbandi's new primary tourism destination, themed to compliment the existing lead location: the historical Rail & River precinct. By creating an identity in keeping with Rail & River, the baths will further develop Dirranbandi's emerging tourism brand. The DTB will be major asset in the region's tourism growth and visitor demographic expansion and ensure Dirranbandi will gain the economic benefits of being part of the Great Artesian Drive.

For Dirranbandi the baths have the potential to:

- increase visitation and overnight stays by current visitor categories (grey nomads).
- benefit from, and attract, the region's widening range of tourism visitor categories, including more families and younger travellers
- enhance its appeal as part of more regional and outback tourism routes
- put Dirranbandi on the map for Wellness Tourism
- increase the appeal of Dirranbandi for local regional visitation
- provide new services to the local community
- provide economic benefits and potential business stimulus to existing businesses

### **Site and Sustainability**

The confirmed riverside Jack Dwyer Park site will take advantage of an under-utilised and under-developed natural asset, opening up the area for further tourism and community asset development over time. All infrastructure will be designed for lightest footprint and potential relocation if required.

### **DTB Facility Inclusions**

In response to council and community stakeholder engagement, global trends analysis and regional and local tourism projections, the DTB consultants are recommending a unique facility, to suit Dirranbandi, offering the following inclusions:

- private baths for singles or couples
- a family or 4-person bath (disability accessible)
- a boutique function space
- The Dirran Dip novelty pool-for children, young people, and a good therapeutic soak.
- reception and retail

These DTB facilities will add exciting new services and amenities for local, and local regional use and economic stimulus, in addition to the tourism benefits.

### **Proposed Operating Model**

Primary alternatives are: Operator leases operation of facility from council, OR a local Not-For-Profit committee leases operation from council and appoints an operator/manager (ref. successful example Mitchell Great Artesian Spa – Booringa Action Group).

The benefits of the NFP model would:

- best ensure community engagement, use and ownership
- provide a buffer of informed personnel resources if urgently required re loss of operator/manager

- potentially provide personnel and skilled technical and safety resources
- support securing further grant funding improvements & future/staged development
- enable the receipt of donations, sponsorship, gifts and bequeaths in goods, services and funds by commercial and individual supporters and benefactors.
- spread the administrative, marketing and asset management work-load, freeing up the operator/manager to attract visitors, manage provisions and ensure a superb visitor experience.
- enable a test lease-term, i.e.: 3 x 3 years, (based on the Mitchell successful example) to prove the lease/management model
- enable appointment of the operator/manager by the committee on a negotiated balance of remuneration and shared commercial profit incentive, supporting the start-up manager with a financial foundation while they build the business for Dirranbandi.

#### **Operator / Manager Requirements**

In order to maximise the potential of global, national and regional tourism trends in spa and wellness the operator should be fully conversant with all aspects of spa/wellness business development and guest services along with the technical expertise to manage day-to-day facility operations. The effective start-up establishment of operational systems, services provision, marketing methods and marketplace awareness are essential to ensure a secure business model that can withstand a changing operator/manager over-time. Ideally the operator/manager would be local and familiar with the Dirranbandi community and businesses in order to create packages, inclusive promotions and business development opportunities.

#### **Anticipated Economic Benefits**

Local business will be stimulated by increased tourism and local use of the facility by:

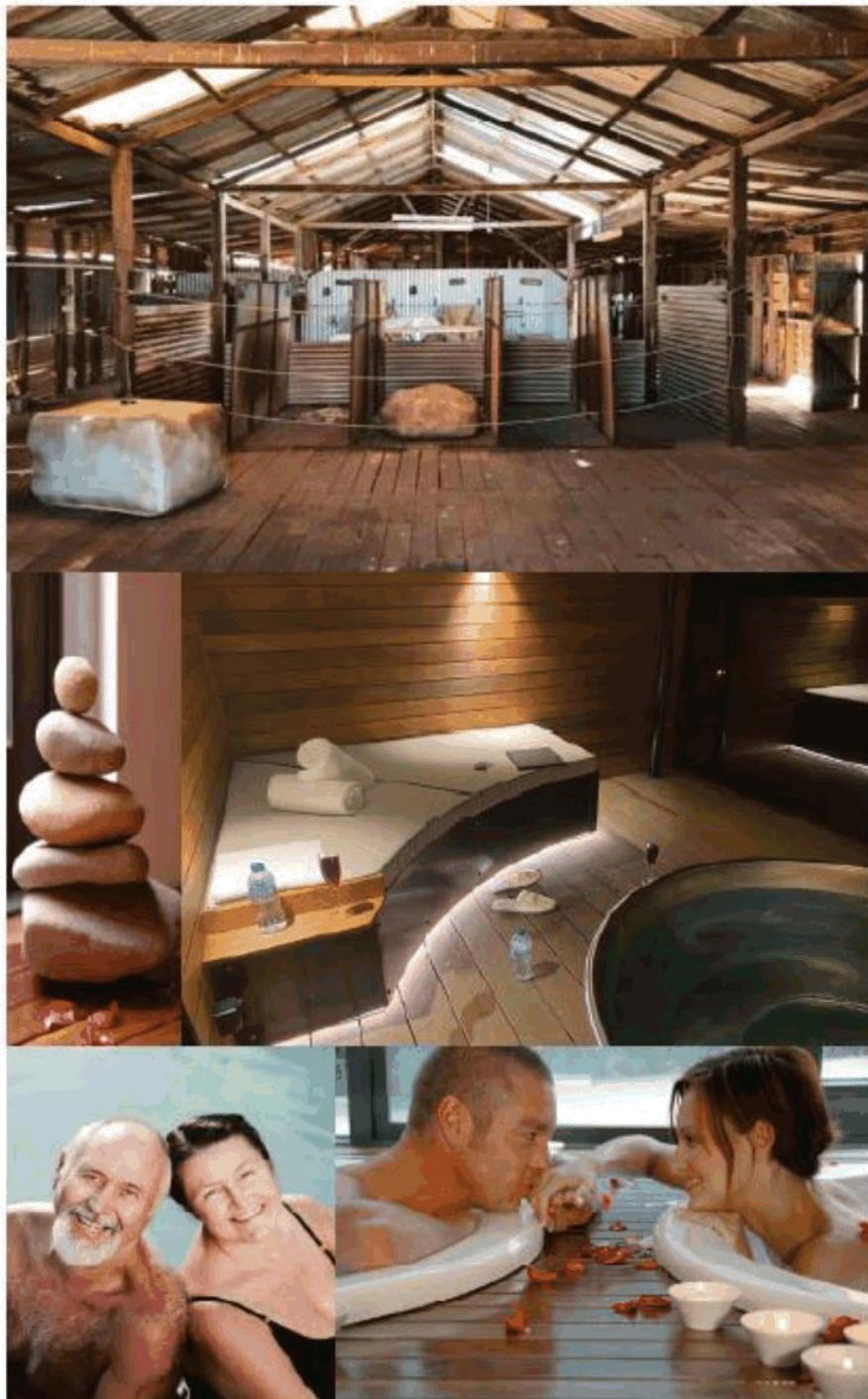
- increase in overnight stays
- potential regional visitor stays (for functions [birthdays groups etc] and pool/baths visitation)
- catering and other services provision to visitors at the baths, grounds, cleaning, servicing and maintenance creating potential local employment and contracts
- increased town visitation cash injection creating further local employment & spend
- visitor purchase of food and beverages from community business
- additional opportunities: packages -i.e.: *beauty, baths & function* special occasions package, retail opportunities in baths reception for local goods/merchandising, etc.

#### **Cost considerations for Council**

Under the recommended NFP committee lease model the projected costs to council would include the following:

- Facility & Grounds Maintenance, Repairs and Cleaning and pool cleaning chemicals
- Electricity, Telecoms, and Insurances
- Asset Depreciation
- Manager Remuneration Contribution (first two years) (grant funded and wage assistance programs etc. available)
- Advertising and Marketing Contribution





## **Business Overview**

### **Unique Visitor Experience**

To achieve the tourism revenue increase objectives, the Dirranbandi Thermal Baths facility must offer a visitor experience in keeping with, but unique from, the other facilities in the Great Artesian spa and bathing region. Ideally, the DTB will offer more than one unique experience within the same facility enabling broader demographic appeal.

In the proposed model the unique visitor experiences include:

- a more 'sophisticated' bathhouse than other facilities
- next level private bathing
- the ability to offer a mimicked 5-star style experience in 2-star cost and comfort
- a highly marketable, iconic, novelty pool with strong family group appeal

### **Community Services**

The inclusion of the Dirran Dip novelty pool provides an affordable therapeutic soak for locals and a special occasion treat for local children.

The inclusion of a function room and deck, (for special occasions, small functions and meetings) provides a valuable community asset helping to ensure local community use and engagement.

A community membership model with, i.e.: 'season passes for pool and baths' encourages use of the facility by the local community for therapeutic benefit, destress and enjoyment.

A local, and local regional, services focus within the DTB facility can assist to buffer the DTB from changing tourism visitation patterns over the seasons and against unforeseen circumstances.

Dirranbandi businesses can take advantage of the opportunity to sell goods and services to the DTB, integrate marketing and promotional packages with DTB, and explore new business opportunities inspired by the DTB.

### **Styling of the Buildings**

The facility will further ground the historical identity of Dirranbandi by styling the DTB facility with iconic reference to the Rail & River (R&R) Goods Store and a traditional Shearing Shed.

This re-enforces the link between the existing R&R precinct and supports the historical focus of the town. The link is envisioned to be further reinforced by the historical picture showcase envisaged as part of the 'Dirran Dip' novelty pool experience, information displays and signage, art and sculpture.

### **Sustainable & Relocatable**

To the extent that budget will allow it is envisaged and circumspect for the building and pool structure to be designed with lightest footprint and the potential for relocation and sale, should it be necessary or required at any future time.

Energy provision, water supply, filtration systems, waste management, water recycling to gardens systems etc. should be applied with maximum ecological and environmental considerations to add to Wellness Tourism appeal, maximise further grant funding potential and add to marketing benefits.

The Wellness Traveller rates, and reports (social media et al) a facility by both the quality of their experience and the 'health, wellness and sustainability' ticks of all the operations, utilities and goods.

Sustainability excellence in the current climate dramatically increases media interest and the DTB's award-winning potential.

#### **Grounds Management**

Utilising recycled water for gardens will allow the DTB to enhance the Oasis regional tourism theme and enhance the visitor appeal and experience. Gardens should entertain, educate and relax with attention to local species, bush tucker, fragrance, blooms and interesting historical uses.

As a Wellness Destination, provision in the garden for 'quiet time', yoga and soft exercise, along with passive wellness experiences and interest points enhances visitor satisfaction.

#### **The Building & Baths**

Due to budget and footprint constraints – the DTB is now proposed in a single building with the novelty pool standing aside.

Designed with simplicity and ease of function in mind. The three private baths (two x single/couple, one x family/4 person) are single use fill. Positioned in a private bathing pod with a deck the bath experience looks out to the river view. Temperature can be selected as: Artesian Warm, or be tempered for personal taste and seasonal preference. Allowing a cool-down bathing experience in summer will assist to keep bathing use up during the hotter months.

The use of primarily Artesian water is preferable for an authentic experience, requiring mechanical temperature adjustment to be enabled. Preferable systems under consideration.

Within the building, natural temperature controls such as insulation, fans and louvres will aim to enhance the comfort of patrons throughout the seasons.

#### **Disability Considerations**

The larger family bathing pod will enable the differently-abled guest to enjoy a bathing experience according to building code regulations. One of the two unisex w/c will be disability code allowance. A ramp to code will provide building access. Reception and function rooms will be accessible.

### **Function Facility**

The stakeholder engagement process highlighted the need in Dirranbandi for a pleasant function space for small special occasion celebrations, gatherings, meetings, etc. A simple room with access to the deck on the riverside of the building, cost effectively and efficiently creates this space. The room and deck also allow use as required for yoga, massage, educative purpose, etc. adding to the Wellness Tourism and community use appeal.

### **Catering**

The *bath, wine and nibbles* package and the function room etc. are serviced by a kitchenette for catering (all food and beverages are projected to be supplied by off-site Dirranbandi businesses).

### **Reception and Retail**

The reception will allow for potential retail opportunities for local businesses, crafts, select wellness lines and merchandising, additional on-line sales where applicable will add revenue and support local creators, makers and shippable start-up suppliers i.e.: *Dirran Dip Lilly Pilly Jam*.

### **Changing Rooms and Facility**

M/F changing rooms (potentially with a shower) will be positioned in the building to best allow access by users of the novelty pool in the proximity, but not impacting the peaceful experience of the private bath guests.

### **The Dirran Dip Novelty Pool**

In keeping with the historical tourism theme, a stand-alone above ground pool (circa 6 metres in length and 3 metres in width), set into a deck, will be presented as a mock sheep dip experience. The pool proposed will provide both a fun 'sheep dip' experience for children and young people, whilst doubling as a 'quiet time' Artesian soaking pool for enjoyment and therapy.

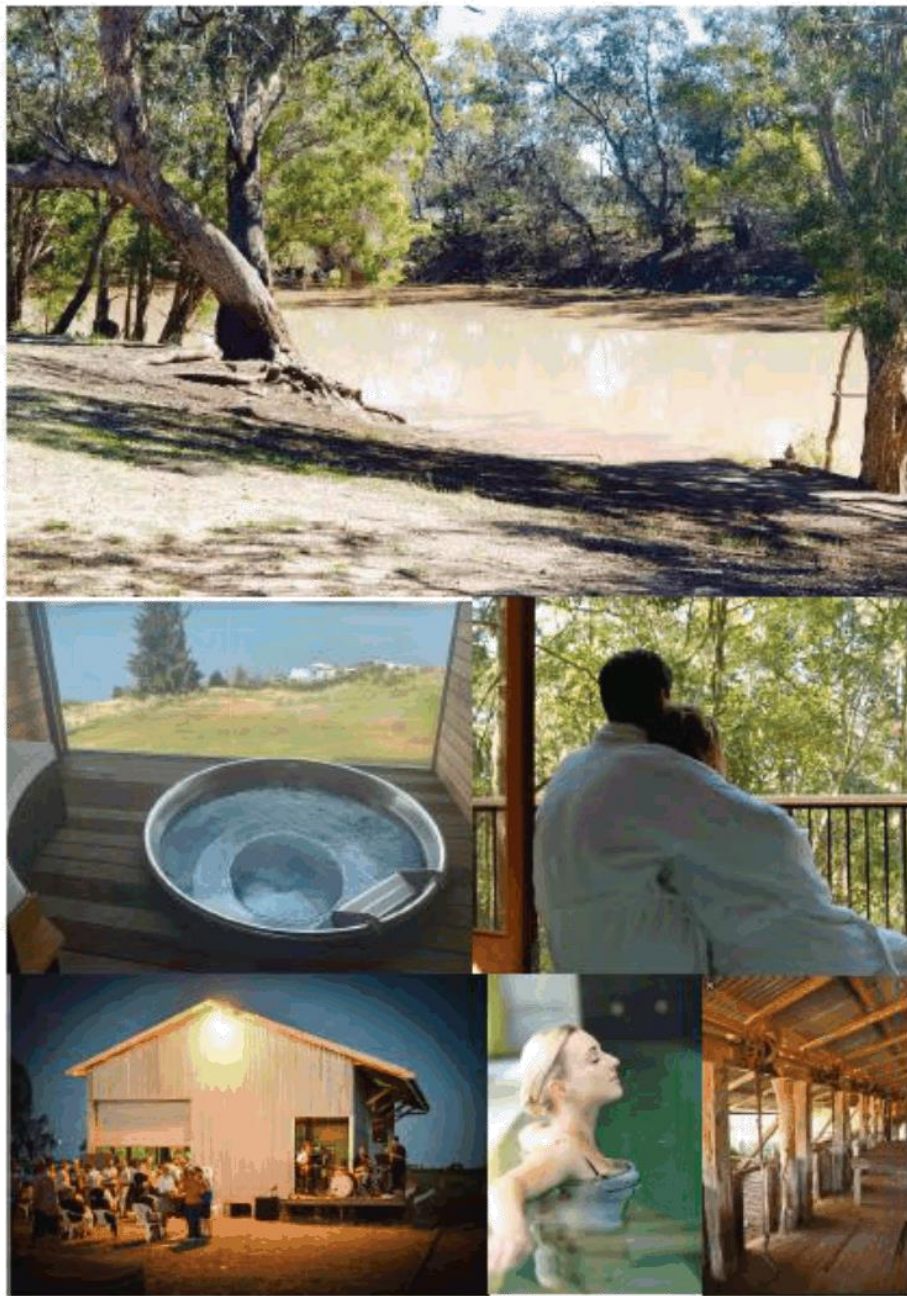
Time and access management re when the Dip is available for local children and families, versus tourists, and locals seeking a quiet therapeutic soak (and preferring the cost or ambience of the pool over a bath), will evolve over time as patterns of use are determined and allowed for. Fill cycles of the circa 20,000+ litre pool, and preferred chemical/sanitation management are under consideration, particularly in relation to the wellness preferences of the secondary wellness travellers\*. Chemical costs in the financials are based on standard chemical models at this stage.

The Dirran Dip will feature a historical collage wall as a primary interest and marketing feature. The pictures of the Dip will provide an instantly recognisable reference to Dirranbandi in all media and marketing.

\*Primary wellness travellers – choose their travel based on wholly wellness criteria (i.e.: choice of a Health Retreat). Secondary Wellness travellers choose their travel based on potential wellness experiences and how well their wellness needs, and preferences will be met as they travel.

*Definition: Global Wellness Institute.*





## **Market Overview & Competitive Advantages**

All market indicators support the creation of a thermal bathing facility for Dirranbandi:

- The already rapidly expanding Wellness Tourism trend has exponentially increased in popularity and demand with the COVID health crisis
- Nature based tourism, already rapidly increasing in demand, is also escalating due to perceived further health benefits, social distancing and climate change perceptions.
- Bathing in natural, 'wellness' waters is also increasing in demand.
- Domestic, and regional tourism is escalating due to COVID pressures and restraints
- The Balonne Shire tourism demographics are widening and 'improving' due to regional domestic tourism changes
- The maturity of the 'spa' tourism trend, when combined with the above-mentioned trends, creates a perfect environment for a rural/outback 'next level' integration of outback bathing, with more sophisticated service and experience elements, that bring the popularity of the 5-star spa experience elements into an outback culture with 2-3-star affordability.

The resulting model for the DTB for effective integration onto the Great Artesian bathing experience and to create stand-alone tourism, local and regional local appeal and use, requires a unique experience facility incorporating:

- a locally and culturally appropriate interesting experience
- authentic water therapy attributes
- appealing nature-based location and experience
- bathing service add-ons and additional services
- single, couple, group, family flexibility
- tiered pricing for different budgets and community use
- marketing appeal
- retail options
- broad demographic appeal
- support for other local business

The conceptual model for DTB is designed to meet all of these criteria.

## **Marketing the Dirranbandi Thermal Baths**

Marketing the DTB will begin with:

- effective local and highway approach instructional and inspirational signage
- ensuring all digital and print communications, branding, imagery and content are of the highest standard, culturally and regionally appropriate, and appealing to all tourism demographics, and in-line with all current tourism demand trends
- setting a pricing model that is in line with other bathing and tourism experiences for travellers on all of the tourism travel routes, and setting affordable rates and access models for locals

- integrating the baths into promotional packages for other Dirranbandi and greater regional businesses
- arranging inclusion of DTB into all available travel routes, circuits and promotions.
- incorporating DTB into all local and regional existing Balonne shire marketing and greater regional and state marketing, and where appropriate national marketing.
- ensuring DTB is well featured on all relevant state and national tourism departments marketing.
- conducting an intensive analysis of 'paid' advertising and promotional opportunities to best ensure highest ROI with no wastage for allocated budget.
- effective interactive management of all digital and social platforms with well-defined response and promotional protocols.
- identification of specific target groups, demographics, with best communication methods identified to engage them for free/cost-effective promotion.
- development of DTB branded merchandise and retail to carry the DTB branding out of Dirranbandi.
- effective visitor contact database management to effect ongoing communications newsletters/social/promotions.

### **Operational Model**

As outlined in the Executive Summary, the preferred operating model analysed to date mimics the successful model in place at Mitchell Great Artesian Spa whereby the Baringa Action Group lease the Spa from the council and manage operations, including manager and staff appointment.

For the DTB, a not-for-profit committee would hold the lease with council and the NFP would then manage operations and appoint on-site management.

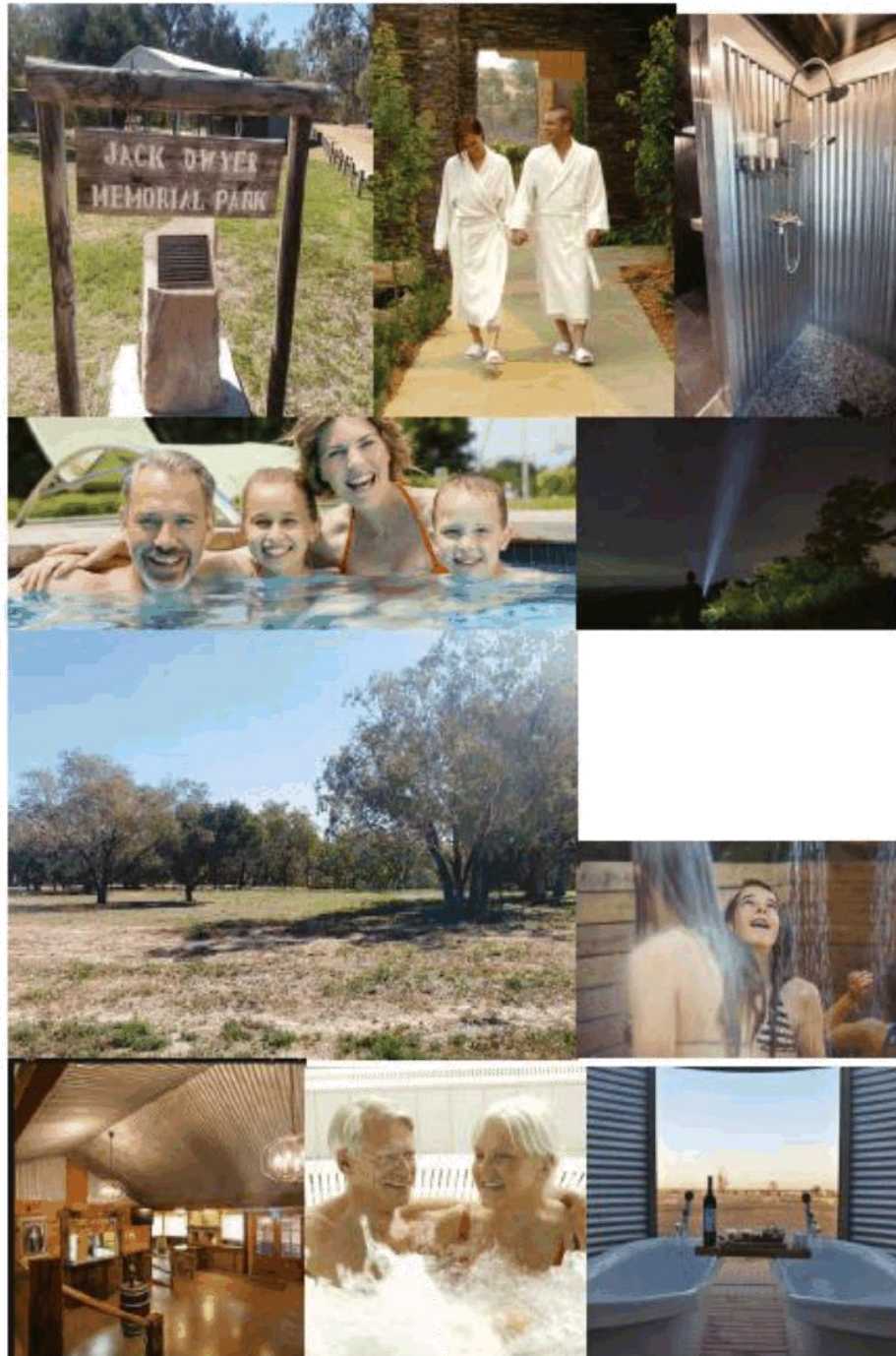
This model allows for community involvement and engagement with their facility and facilitates employment subsidies, grant funding that council would not be able to apply for, donations, bequeaths and importantly sponsorship involving goods and services.

The facility manager can be negotiated a remuneration combining a limited remuneration commitment and incentivising with a shared commercial return for the first two-year period, when arrangements would be reviewed.

As outlined in the Executive Summary the choice of Operator/Manager will be crucial to ensure an effective start-up establishing highest potential yield systems from the outset that support an outstanding guest experience, community support and buy-in.

The casual/part-time limited additional daily operations and maintenance, reception and services staff can be wages subsidised by employment support programs.





## **Financial Implications**

On approval in principle of the concept of the DTB with its recommended inclusions, detailed financial projections and a P&L, that specifically reflect the inclusions and services that will be on offer, can be provided to enable informed consideration for final concept approval, subject to QS final confirmation that all building inclusions proposed are able to be provided within the budget restraints within the build time-frame.

Approval in principle of the Operating Model proposed, to mimic the Mitchell leasing example, will enable the proposed DTB concept and inclusions to be accurately costed, resulting in more specific projections of cost to council for analysis.

Approval in principle of the proposed DTB concept and inclusions will also enable more accurate projected visitor numbers to be determined. Note: In response to changing domestic tourism patterns, and the general increased focus on wellness activities, the Great Artesian Spa at Mitchell management reported a recent prior year's total visitation numbers was achieved within a single recent quarter.

The Economic Development current projected visitation preliminary P&L is based on the limited data of historical Dirranbandi visitor numbers as recorded by the RTC. The resulting visitation projections and revenues are highly conservative and do not fully reflect the changing tourism landscape and the detailed specific inclusions of the proposed DTB concept.

A detailed analysis of approved inclusions will enable detailed financial projections, informed by all available parameters and referenced against historical operational experience in projecting visitation and purchasing patterns, with a detailed understanding of operational costs.



## Financial Summary – Dirranbandi Thermal Baths

From the proposed financial projections based on current registered visitor numbers at the Dirranbandi Rural Transaction Centre. It is believed that these registered visitor figures are conservative and will grow with the development of the Dirranbandi Thermal Baths (DTB) and the patronage rates of 20% and 30% from registered visitors and local and regional usage.

The operating model recommended is a registered local not-for-profit has an agreement in Council to operate the baths staffed by both paid staff and volunteers under a peppercorn lease. This model has proven to be the most sustainable and effective model for both Council and the community.

Benefits include:

- Both Council and the NFP can access grant funding to assist with operating costs and future growth of the Jack Dwyer park precinct.
- The NFP can access additional community financial and in-kind support
- Greater base of staff and volunteers rather than a sole trader
- Greater base of skill-sets to work with
- Less risk to the operator and succession planning
- Community “ownership”

It is estimated that the annual financial contribution is estimated to be **\$60-63,000** per annum for the first two years to assist with both Council servicing, repair, and maintenance costs (\$35,000 per annum) and additional contribution of \$25,000 per annum for two years to help subsidise the cost of operating the facility. These costs would be reviewed annually, and on-going contributions would be based on the revenue generated with an emphasis on the DTB to be self-funded. As per advice from a Balonne Shire Council advisor (accountant), revenue generated would be reviewed by Council as to offset/minimise Council’s on-going contributions/assistance required. Supported by a part-time manager, casual staff with volunteers with wages needing to be monitored. All efforts would be to secure employment assistance funding prior to appointment so a reliance on volunteers. For the purposes of cash flow, the wages of 1FTE (casual) have been included.

Depreciation has been calculated by Council’s asset accountant to be approximately **\$23,000** based upon the original project figures and various asset classes with asset lives between 30 and 50 years. This figure does not factor in replacement costs of assets say with five years. Note that these figures are solely based on the original project proposal and will change upon completion. All efforts are being made to investigate more cost beneficial assets. The build will also be modular/collapsible allowing for Council to sell/replace assets if required. There would still be a commitment in the procurement process to support local trades and operators in the shire.

### Costs to Council

Description	21-22	22-23	23-24
Operating contribution	\$25,000	\$25,000	\$0
Operating expenses	\$35,750	\$38,525	\$41,230
Total Operating	\$60,750	\$63,525	\$41,230
Depreciation	\$23,000	\$23,000	\$23,000
<b>Total</b>	<b>\$83,750</b>	<b>\$86,525</b>	<b>\$64,230</b>

## Depreciation Schedule

### Dirranbandi Thermal Hot Springs Analysis of Future Depreciation Charges

Budget Line Item	Total Budgeted Amount	Asset	Direct Budget Allocation	Shared / Common Cost Allocation	Total Budget Cost Allocation for Asset	Assigned Useful Life	Annual Depreciation Expense
Project Management	\$ 87,500.00	shared / common cost	\$ -	\$ -	\$ -		
Preliminary Costs - final designs, tender etc	\$ 40,000.00	shared / common cost	\$ -	\$ -	\$ -		
Earthworks and Footings	\$ 47,500.00	shared / common cost	\$ -	\$ -	\$ -		
Equipment - Heat Pumps etc	\$ 100,000.00	Equipment - Heat Pumps etc	\$ 100,000.00	\$ 18,214.29	\$ 118,214.29	30	\$ 3,940.48
Enclosures and Bath Tubs	\$ 250,000.00	Enclosures and Bath Tubs	\$ 250,000.00	\$ 69,285.71	\$ 319,285.71	50	\$ 6,385.71
Pipework	\$ 250,000.00	Pipework	\$ 250,000.00	\$ 69,285.71	\$ 319,285.71	50	\$ 6,385.71
Completions - Landscaping, Furniture etc	\$ 100,000.00	Landscaping, Furniture etc	\$ 100,000.00	\$ 18,214.29	\$ 118,214.29	20	\$ 5,910.71
	<b>\$ 875,000.00</b>		<b>\$ 700,000.00</b>	<b>\$ 175,000.00</b>	<b>\$ 875,000.00</b>		<b>\$ 22,622.62</b>

### Additional Council costs - operating

Maintenance	Hourly Rate	hours /week	annualised cost	monthly
Pools - Maintenance	50	4	10400	867
Grounds - Maintenance	50	2.5	6500	542
Consumables			6000	500
General Repairs			5000	417
Cleaning	30	5	7800	650
Totals			35700	2975

## Assumptions for Financial Projections

RTC Visitor Numbers														
Tourist RTC	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals	
	456	381	291	214	100	76	42	54	122	187	339	372	2634	
Tourist Rates														
Single	20	20	20	20	20	20	20	20	20	20	20	20		
Double	30	30	30	30	30	30	30	30	30	30	30	30		
Quad	50	50	50	50	50	50	50	50	50	50	50	50		
All baths	150	150	150	150	150	150	150	150	150	150	150	150		
Room Hire	50	50	50	50	50	50	50	50	50	50	50	50		
Local Rates														
Single	15	15	15	15	15	15	15	15	15	15	15	15		
Double	25	25	25	25	25	25	25	25	25	25	25	25		
Quad	40	40	40	40	40	40	40	40	40	40	40	40		
All Baths	125	125	125	125	125	125	125	125	125	125	125	125		
Room Hire	25	25	25	25	25	25	25	25	25	25	25	25		
10 Pass Single	75	75	75	75	75	75	75	75	75	75	75	75		
10 Pass Couple	125	125	125	125	125	125	125	125	125	125	125	125		
10 Pass Family	200	200	200	200	200	200	200	200	200	200	200	200		
Splits														
Single	10%	Quantity	Max	Total		Refundable			Tourist					
Couple	40%		2	2	4	Non-refundable			Food and Wine		40%	\$25/visitor		
Quad	40%		2	4	8	refunds	10%		Soups/Luxuries		20%	\$15/visitor		
Group	10%		1	12	12				Souvenirs		20%	\$5/visitor		
Room Hire	2/month		1	10	10				Local					
									Food and Wine		20%	\$25/visitor		
10 Pass Single	10%								Soups and Luxuries		10%	\$15/visitor		
10 Pass Couple	40%								Souvenirs		0%	\$5/visitor		
10 Pass Family	50%													
Food and Wine		250% markup	Low stock inventory Just in Time											
Souvenirs and luxuries		100% markup	Bulk purchases in August 21, March 21 and June 21											
Employee	15 hrs/wk	seek a government subsidy (intern)				\$20/hr	offsider	determine	model - community operated?					
On costs		10% casual rates	peak - 15 hrs/week (casual), 5 hrs/week low seasons											
Management Fees		\$2500-3000/month												
Insurance Premium increase 10% per year														
10% increase in wages in Year 3														



## Profit and Loss Lower and Upper Limits (3 Years)

Profit and Loss Revenue	Lower Limit (10%)		30% YO2 23-24	Upper Limit (30%)		50% YO2 23-24
	Sep21 - Jun22	22-23		Sep21-Jun22	22-23	
Singles	1186	1738	2260	1402	2055	3082
Couples	7116	10431	13560	8410	12327	18491
Quad	11860	17384	22600	14017	20545	30818
Group	8895	13038	16950	10512	15409	23113
Room Hire	1000	1200	1200	1000	1200	1200
Local Single	222	326	424	263	385	578
Local Double	1483	2173	2825	1752	2568	3852
Quad	2372	3477	4520	2803	4109	6164
Group Booking	1853	2716	3531	2190	3210	4815
10 Pass Single	240	225	225	300	263	263
10 Pass Double	1600	1500	1500	2000	1750	1750
10 Pass Family	3200	3000	3000	4000	3500	3500
Food and wine	5930	8692	11300	7008	10273	15409
Soaps and luxuries	1779	2608	3390	2102	3082	4623
Souvenirs	593	869	1130	701	1027	1541
Local - food and wine	901	1237	1562	1076	1459	2101
Local - soaps and luxuries	270	371	469	323	438	630
Local Souvenirs	0	0	0	0	0	0
<b>Total Revenue</b>	<b>50501</b>	<b>70986</b>	<b>90445</b>	<b>59859</b>	<b>83599</b>	<b>121929</b>
<b>Cost of Goods Sold</b>						
<b>Opening Inventory</b>	1250	1000	1500	1250	1000	1500
Food and wine	3233	3971	5145	3734	4693	7004
Souvenirs, luxuries	1250	2000	2500	1500	2250	3000
<b>Closing Inventory</b>	1000	1500	2000	1000	1500	2000
<b>Total CGS</b>	<b>4733</b>	<b>5471</b>	<b>7145</b>	<b>5484</b>	<b>6443</b>	<b>9504</b>
<b>Gross Profit</b>	<b>45769</b>	<b>65514</b>	<b>83300</b>	<b>54376</b>	<b>77157</b>	<b>112425</b>
<b>Operating Expenses - Lessor</b>						
Wages	26400	31200	34320	25800	31200	34320
On costs	2640	3120	3432	2580	3120	3432
Management Fees	27500	30000	36000	27500	30000	36000
Advertising Shared 50%	1500	1375	1375	1500	1375	1375
Bank Fees/Terminals	350	420	420	350	420	420
Telecomms	800	960	960	800	960	960
Website & hosting	1950	600	600	1950	600	600
Professional Fees	1500	1500	1500	1500	1500	1500
<b>Total Operating Expenses - Lessor</b>	<b>62640</b>	<b>69175</b>	<b>78607</b>	<b>58530</b>	<b>67075</b>	<b>76507</b>
<b>EBIT</b>	<b>-16871</b>	<b>-3661</b>	<b>4693</b>	<b>-4154</b>	<b>10082</b>	<b>35918</b>
<b>Operating Expenses - Council</b>						
Insurances	2500	3300	3630	2500	3300	3630
Signage (Asset write off)	2000	0	0	2000	0	0
Advertising Shared 50%	1500	1375	1375	1500	1375	1375
Electricity	1000	1200	1200	1000	1200	1200
Cleaning Supplies	1000	950	950	1000	950	950
Pools - Maintenance	8667	10400	11232	8667	10400	11232
Grounds - Maintenance	5417	6500	7020	5417	6500	7020
Cleaning	6500	7800	8424	6500	7800	8424
General Repairs	4167	5000	5400	4167	5000	5400
Miscellaneous	3000	2000	2000	3000	2000	2000
<b>Operating Expenses - Council</b>	<b>35750</b>	<b>38525</b>	<b>41231</b>	<b>35750</b>	<b>38525</b>	<b>41231</b>
<b>Total Operating Expenses</b>	<b>98390</b>	<b>107700</b>	<b>119838</b>	<b>94280</b>	<b>105600</b>	<b>117738</b>



## Cash Flow Lower Limits (Years 1 to 3)

### Year 1 – Lower Limit

Cash Flow Scenario 1 10%	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Visitor Numbers (X 10% on RTC)	0	320	235	110	84	46	59	134	206	373	409	1977
Estimated Tourists (30% usage)	0	96	71	33	25	14	18	40	62	112	123	593
Local Customers	0	24	18	8	6	3	4	10	15	28	31	148
10 Pass	0	4	4	4	4	0	0	4	4	4	4	32
<b>Total Customers</b>	<b>0</b>	<b>124</b>	<b>92</b>	<b>45</b>	<b>35</b>	<b>17</b>	<b>22</b>	<b>54</b>	<b>81</b>	<b>144</b>	<b>157</b>	<b>773</b>
Inflows	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Cash Contribution	25000	0	0	0	0	0	0	0	0	0	0	25000
Single	0	192	141	66	50	28	36	81	123	224	246	1186
Double	0	1152	847	396	301	166	214	483	741	1342	1473	7116
Quad	0	1921	1412	660	502	277	356	805	1234	2237	2455	11860
Group Booking	0	1440	1059	495	376	208	267	604	926	1678	1841	8895
Room Hire	0	100	100	100	100	100	100	100	100	100	100	1000
Local Single	0	36	26	12	9	5	7	15	23	42	46	222
Local Double	0	240	177	83	63	35	45	101	154	280	307	1483
Quad	0	384	282	132	100	55	71	161	247	447	491	2372
Group Booking	0	300	221	103	78	43	56	126	193	350	384	1853
10 Pass Single	0	30	30	30	30	0	0	30	30	30	30	240
10 Pass Double	0	200	200	200	200	0	0	200	200	200	200	1600
10 Pass Family	0	400	400	400	400	0	0	400	400	400	400	3200
<b>Hire Sub-totals</b>	<b>0</b>	<b>6396</b>	<b>4897</b>	<b>2677</b>	<b>2210</b>	<b>918</b>	<b>1151</b>	<b>3105</b>	<b>4371</b>	<b>7330</b>	<b>7973</b>	<b>41028</b>
Food and wine	0	960	706	330	251	139	178	403	617	1119	1228	5930
Soaps and luxuries	0	288	212	99	75	42	53	121	185	336	368	1779
Souvenirs	0	96	71	33	25	14	18	40	62	112	123	593
Local - food and wine	0	140	108	61	51	17	22	70	97	160	173	901
Local - soaps and luxuries	0	42	32	18	15	5	7	21	29	48	52	270
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0
<b>Food and Merch Sub-totals</b>	<b>0</b>	<b>1526</b>	<b>1129</b>	<b>542</b>	<b>418</b>	<b>217</b>	<b>278</b>	<b>655</b>	<b>990</b>	<b>1774</b>	<b>1944</b>	<b>9474</b>
<b>Incoming</b>	<b>25000</b>	<b>7922</b>	<b>6026</b>	<b>3219</b>	<b>2628</b>	<b>1134</b>	<b>1430</b>	<b>3760</b>	<b>5361</b>	<b>9104</b>	<b>9917</b>	<b>75501</b>
Outflows	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Refunds	0	481	356	172	133	78	97	207	312	558	612	3006
Food and wine	500	440	326	157	121	62	80	189	286	511	560	3233
Souvenirs, luxuries	750	0	0	0	0	0	0	500	0	0	0	1250
Wages	0	2400	3000	2400	2400	3000	3000	3000	2400	2400	2400	26400
On costs	0	240	300	240	240	300	300	300	240	240	240	2640
Management Fees	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	27500
Insurances	0	250	250	250	250	250	250	250	250	250	250	2500
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	1500
Advertising	0	1000	300	200	0	0	0	500	500	250	250	3000
Business Registration	0	500	0	0	0	0	0	0	0	0	0	500
Website & hosting	500	1000	50	50	50	50	50	50	50	50	50	1950
Telecomms	0	80	80	80	80	80	80	80	80	80	80	800
Cleaning Supplies	300	50	50	50	50	0	0	200	200	50	50	1000
Miscellaneous	1000	500	0	0	0	0	1000	500	0	0	0	3000
Bank Fees/Terminals	0	35	35	35	35	35	35	35	35	35	35	350
<b>Outgoings</b>	<b>5550</b>	<b>10495</b>	<b>6891</b>	<b>5962</b>	<b>5726</b>	<b>6277</b>	<b>7295</b>	<b>8104</b>	<b>6541</b>	<b>6366</b>	<b>6415</b>	<b>75623</b>
<b>Opening Cash Flow</b>	<b>25000</b>	<b>19450</b>	<b>16877</b>	<b>16012</b>	<b>13269</b>	<b>10171</b>	<b>5028</b>	<b>-837</b>	<b>-5181</b>	<b>-6361</b>	<b>-3623</b>	
<b>Closing Cash Flow</b>	<b>19450</b>	<b>16877</b>	<b>16012</b>	<b>13269</b>	<b>10171</b>	<b>5028</b>	<b>-837</b>	<b>-5181</b>	<b>-6361</b>	<b>-3623</b>	<b>-121</b>	

## Year 2 – Lower Limit

Cash Flow Scenario 1 10%	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Visitor Numbers (X 10% on RTC)	502	419	320	235	110	84	46	59	134	206	373	409	2488
Estimated Tourists (30% usage)	150	126	96	71	33	25	14	18	40	62	112	123	746
Local Customers	38	31	24	18	8	6	3	4	10	15	28	31	187
10 Pass	5	5	0	0	0	5	0	0	0	5	5	5	25
<b>Total Customers</b>	<b>193</b>	<b>162</b>	<b>120</b>	<b>88</b>	<b>41</b>	<b>36</b>	<b>17</b>	<b>22</b>	<b>50</b>	<b>82</b>	<b>145</b>	<b>158</b>	<b>958</b>
Inflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Council Contribution	25000	0	0	0	0	0	0	0	0	0	0	0	25000
Single	301	251	192	141	66	50	28	36	81	123	224	246	1738
Double	1806	1509	1152	847	396	301	166	214	483	741	1342	1473	10431
Quad	3010	2515	1921	1412	660	502	277	356	805	1234	2237	2455	17384
Group Booking	2257	1886	1440	1059	495	376	208	267	604	926	1678	1841	13038
Room Hire	100	100	100	100	100	100	100	100	100	100	100	100	1200
Local Single	56	47	36	26	12	9	5	7	15	23	42	46	326
Local Double	376	314	240	177	83	63	35	45	101	154	280	307	2173
Quad	602	503	384	282	132	100	55	71	161	247	447	491	3477
Group Booking	470	393	300	221	103	78	43	56	126	193	350	384	2716
10 Pass Single	38	38	0	0	0	38	0	0	0	38	38	38	225
10 Pass Double	250	250	0	0	0	250	0	0	0	250	250	250	1500
10 Pass Family	500	500	0	0	0	500	0	0	0	500	500	500	3000
<b>Hire Sub-totals</b>	<b>9766</b>	<b>8306</b>	<b>5766</b>	<b>4267</b>	<b>2047</b>	<b>2367</b>	<b>918</b>	<b>1151</b>	<b>2475</b>	<b>4528</b>	<b>7488</b>	<b>8130</b>	<b>57209</b>
Food and wine	1505	1257	960	706	330	251	139	178	403	617	1119	1228	8692
Soaps and luxuries	451	377	288	212	99	75	42	53	121	185	336	368	2608
Souvenirs	150	126	96	71	33	25	14	18	40	62	112	123	869
Local - food and wine	213	182	120	88	41	56	17	22	50	102	165	178	1237
Local - soaps and luxuries	64	55	36	26	12	17	5	7	15	31	49	54	371
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Food and Merch Sub-totals</b>	<b>2384</b>	<b>1997</b>	<b>1500</b>	<b>1103</b>	<b>516</b>	<b>424</b>	<b>217</b>	<b>278</b>	<b>629</b>	<b>997</b>	<b>1780</b>	<b>1951</b>	<b>13777</b>
<b>Incoming</b>	<b>37150</b>	<b>10303</b>	<b>7266</b>	<b>5370</b>	<b>2563</b>	<b>2792</b>	<b>1134</b>	<b>1430</b>	<b>3104</b>	<b>5525</b>	<b>9268</b>	<b>10081</b>	<b>95986</b>
Outflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Refunds	747	626	481	356	172	133	78	97	207	312	558	612	4379
Food and wine	687	576	432	318	149	123	62	80	181	288	513	562	3971
Souvenirs, luxuries	750	0	0	0	0	0	0	750	250	0	0	250	2000
Wages	2400	2400	3000	2400	2400	3000	3000	2400	2400	2400	3000	2400	31200
On costs	240	240	300	240	240	300	300	240	240	240	300	240	3120
Management Fees	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	30000
Insurances	275	275	275	275	275	275	275	275	275	275	275	275	3300
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	0	1500
Advertising	500	500	0	0	0	0	0	500	500	250	250	250	2750
Website & hosting	50	50	50	50	50	50	50	50	50	50	50	50	600
Telecomms	80	80	80	80	80	80	80	80	80	80	80	80	960
Cleaning Supplies	200	50	50	50	50	0	0	200	200	50	50	50	950
Miscellaneous	1000	0	0	0	0	0	1000	0	0	0	0	0	2000
Bank Fees/Terminals	35	35	35	35	35	35	35	35	35	35	35	35	420
<b>Outgoings</b>	<b>8717</b>	<b>8206</b>	<b>6722</b>	<b>5948</b>	<b>5779</b>	<b>6363</b>	<b>7302</b>	<b>7110</b>	<b>6711</b>	<b>6168</b>	<b>7053</b>	<b>6692</b>	<b>82771</b>
<b>Opening Cash Flow</b>	<b>-121</b>	<b>-8838</b>	<b>-6742</b>	<b>-6197</b>	<b>-6775</b>	<b>-9991</b>	<b>-13562</b>	<b>-19730</b>	<b>-25411</b>	<b>-29018</b>	<b>-29660</b>	<b>-27445</b>	
<b>Closing Cash Flow</b>	<b>-8838</b>	<b>-6742</b>	<b>-6197</b>	<b>-6775</b>	<b>-9991</b>	<b>-13562</b>	<b>-19730</b>	<b>-25411</b>	<b>-29018</b>	<b>-29660</b>	<b>-27445</b>	<b>-24057</b>	

### Year 3 – Lower Limit

Cash Flow Scenario 1 30% YO2	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Visitor Numbers (X 30% on YO2)	652	545	416	306	143	109	60	77	174	267	485	532	3235
Estimated Tourists (30% usage)	196	163	125	92	43	33	18	23	52	80	145	160	970
Local Customers	49	41	31	23	11	8	5	6	13	20	36	40	243
10 Pass	5	5	0	0	0	5	0	0	0	5	5	5	25
<b>Total Customers</b>	<b>250</b>	<b>209</b>	<b>156</b>	<b>115</b>	<b>54</b>	<b>46</b>	<b>23</b>	<b>29</b>	<b>65</b>	<b>105</b>	<b>187</b>	<b>204</b>	<b>1238</b>
Inflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Single	391	327	250	184	86	65	36	46	105	160	291	319	2260
Double	2347	1961	1498	1102	515	391	216	278	628	963	1745	1915	13560
Quad	3912	3269	2497	1836	858	652	360	463	1047	1604	2909	3192	22600
Group Booking	2934	2452	1873	1377	644	489	270	347	785	1203	2181	2394	16950
Room Hire	100	100	100	100	100	100	100	100	100	100	100	100	1200
Local Single	73	61	47	34	16	12	7	9	20	30	55	60	424
Local Double	489	409	312	230	107	82	45	58	131	201	364	399	2825
Quad	782	654	499	367	172	130	72	93	209	321	582	638	4520
Group Booking	611	511	390	287	134	102	56	72	164	251	454	499	3531
10 Pass Single	38	38	0	0	0	38	0	0	0	38	38	38	225
10 Pass Double	250	250	0	0	0	250	0	0	0	250	250	250	1500
10 Pass Family	500	500	0	0	0	500	0	0	0	500	500	500	3000
<b>Hire Sub-totals</b>	<b>12429</b>	<b>10531</b>	<b>7466</b>	<b>5517</b>	<b>2631</b>	<b>2811</b>	<b>1163</b>	<b>1467</b>	<b>3188</b>	<b>5621</b>	<b>9468</b>	<b>10303</b>	<b>72594</b>
Food and wine	1956	1634	1248	918	429	326	180	232	523	802	1454	1596	11300
Soaps and luxuries	587	490	375	275	129	98	54	69	157	241	436	479	3390
Souvenirs	196	163	125	92	43	33	18	23	52	80	145	160	1130
Local - food and wine	270	229	156	115	54	66	23	29	65	125	207	224	1562
Local - soaps and luxuries	81	69	47	34	16	20	7	9	20	38	62	67	469
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Food and Merch Sub-totals</b>	<b>3089</b>	<b>2586</b>	<b>1951</b>	<b>1434</b>	<b>670</b>	<b>542</b>	<b>282</b>	<b>362</b>	<b>818</b>	<b>1286</b>	<b>2305</b>	<b>2526</b>	<b>17851</b>
<b>Incoming</b>	<b>15518</b>	<b>13117</b>	<b>9416</b>	<b>6951</b>	<b>3301</b>	<b>3353</b>	<b>1445</b>	<b>1829</b>	<b>4006</b>	<b>6907</b>	<b>11773</b>	<b>12829</b>	<b>90445</b>
Outflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Refunds	969	811	622	460	220	170	98	124	266	403	723	792	5657
Food and wine	890	746	562	413	193	157	81	104	236	371	664	728	5145
Souvenirs, luxuries	750	0	0	0	0	0	0	1500	0	0	0	250	2500
Wages	2640	2640	3300	2640	2640	3300	3300	2640	2640	2640	3300	2640	34320
On costs	264	264	330	264	264	330	330	264	264	264	330	264	3432
Management Fees	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Insurances	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	3630
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	0	1500
Advertising	500	500	0	0	0	0	0	500	500	250	250	250	2750
Website & hosting	50	50	50	50	50	50	50	50	50	50	50	50	600
Telecomms	80	80	80	80	80	80	80	80	80	80	80	80	960
Cleaning Supplies	200	50	50	50	50	0	0	200	200	50	50	50	950
Miscellaneous	1000	0	0	0	0	0	1000	0	0	0	0	0	2000
Bank Fees/Terminals	35	35	35	35	35	35	35	35	35	35	35	35	420
<b>Outgoings</b>	<b>9712</b>	<b>9167</b>	<b>7709</b>	<b>6835</b>	<b>6615</b>	<b>7254</b>	<b>8179</b>	<b>8676</b>	<b>7307</b>	<b>7043</b>	<b>8062</b>	<b>7650</b>	<b>94207</b>
<b>Opening Cash Flow</b>	<b>-121</b>	<b>-9833</b>	<b>-5883</b>	<b>-4176</b>	<b>-4059</b>	<b>-7373</b>	<b>-11274</b>	<b>-18008</b>	<b>-24855</b>	<b>-28156</b>	<b>-28292</b>	<b>-24581</b>	
<b>Closing Cash Flow</b>	<b>-9833</b>	<b>-5883</b>	<b>-4176</b>	<b>-4059</b>	<b>-7373</b>	<b>-11274</b>	<b>-18008</b>	<b>-24855</b>	<b>-28156</b>	<b>-28292</b>	<b>-24581</b>	<b>-19401</b>	

## Cash Flow Estimates Upper Limit (Years 1 to 3)

### Year 1 – Upper Limit

Cash Flow Scenario 1 30%	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
Visitor Numbers (X 30% on RTC)	0	378	278	130	99	55	70	159	243	441	484	2336
Estimated Tourists (30% usage)	0	113	83	39	30	16	21	48	73	132	145	701
Local Customers	0	28	21	10	7	4	5	12	18	33	36	175
10 Pass	0	5	5	5	5	0	0	5	5	5	5	40
<b>Total Customers</b>	<b>0</b>	<b>147</b>	<b>109</b>	<b>54</b>	<b>42</b>	<b>20</b>	<b>26</b>	<b>64</b>	<b>96</b>	<b>170</b>	<b>186</b>	<b>916</b>
<b>Inflows</b>	<b>Aug-21</b>	<b>Sep-21</b>	<b>Oct-21</b>	<b>Nov-21</b>	<b>Dec-21</b>	<b>Jan-22</b>	<b>Feb-22</b>	<b>Mar-22</b>	<b>Apr-22</b>	<b>May-22</b>	<b>Jun-22</b>	<b>Total</b>
Council Contribution	25000	0	0	0	0	0	0	0	0	0	0	25000
Single	0	227	167	78	59	33	42	95	146	264	290	1402
Double	0	1362	1002	468	356	197	253	571	875	1587	1741	8410
Quad	0	2270	1669	780	593	328	421	952	1459	2644	2902	14017
Group Booking	0	1702	1252	585	445	246	316	714	1094	1983	2176	10512
Room Hire	0	100	100	100	100	100	100	100	100	100	100	1000
Local Single	0	43	31	15	11	6	8	18	27	50	54	263
Local Double	0	284	209	98	74	41	53	119	182	331	363	1752
Quad	0	454	334	156	119	66	84	190	292	529	580	2803
Group Booking	0	355	261	122	93	51	66	149	228	413	453	2190
10 Pass Single	0	38	38	38	38	0	0	38	38	38	38	300
10 Pass Double	0	250	250	250	250	0	0	250	250	250	250	2000
10 Pass Family	0	500	500	500	500	0	0	500	500	500	500	4000
<b>Hire Sub-totals</b>	<b>0</b>	<b>7583</b>	<b>5812</b>	<b>3189</b>	<b>2636</b>	<b>1066</b>	<b>1343</b>	<b>3695</b>	<b>5190</b>	<b>8688</b>	<b>9447</b>	<b>48649</b>
Food and wine	0	1135	835	390	296	164	211	476	729	1322	1451	7008
Soaps and luxuries	0	340	250	117	89	49	63	143	219	397	435	2102
Souvenirs	0	113	83	39	30	16	21	48	73	132	145	701
Local - food and wine	0	167	129	74	62	20	26	84	116	190	206	1076
Local - soaps and luxuries	0	50	39	22	19	6	8	25	35	57	62	323
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0
<b>Food and Merch Sub-totals</b>	<b>0</b>	<b>1806</b>	<b>1337</b>	<b>642</b>	<b>496</b>	<b>256</b>	<b>329</b>	<b>776</b>	<b>1172</b>	<b>2098</b>	<b>2299</b>	<b>11210</b>
<b>Incoming</b>	<b>25000</b>	<b>9389</b>	<b>7148</b>	<b>3830</b>	<b>3132</b>	<b>1322</b>	<b>1672</b>	<b>4471</b>	<b>6362</b>	<b>10786</b>	<b>11747</b>	<b>84859</b>
<b>Outflows</b>												
Refunds	0	566	419	201	155	90	113	243	367	658	721	3534
Food and wine	500	521	386	186	143	74	95	224	338	605	663	3734
Souvenirs, luxuries	750	0	0	0	0	0	0	750	0	0	0	1500
Wages	0	2400	3000	2400	2400	3000	3000	2400	2400	2400	2400	25800
On costs	0	240	300	240	240	300	300	240	240	240	240	2580
Management Fees	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	27500
Insurances	0	250	250	250	250	250	250	250	250	250	250	2500
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	1500
Advertising	0	1000	300	200	0	0	0	500	500	250	250	3000
Business Registration	0	500	0	0	0	0	0	0	0	0	0	500
Website & hosting	500	1000	50	50	50	50	50	50	50	50	50	1950
Telecomms	0	80	80	80	80	80	80	80	80	80	80	800
Cleaning Supplies	300	50	50	50	50	0	0	200	200	50	50	1000
Miscellaneous	1000	500	0	0	0	0	1000	500	0	0	0	3000
Bank Fees/Terminals	0	35	35	35	35	35	35	35	35	35	35	350
<b>Outgoings</b>	<b>5550</b>	<b>10576</b>	<b>6951</b>	<b>5991</b>	<b>5748</b>	<b>6289</b>	<b>7310</b>	<b>7729</b>	<b>6593</b>	<b>6460</b>	<b>6518</b>	<b>75714</b>
<b>Opening Cash Flow</b>	<b>25000</b>	<b>19450</b>	<b>18263</b>	<b>18461</b>	<b>16301</b>	<b>13684</b>	<b>8718</b>	<b>3080</b>	<b>-178</b>	<b>-409</b>	<b>3917</b>	
<b>Closing Cash Flow</b>	<b>19450</b>	<b>18263</b>	<b>18461</b>	<b>16301</b>	<b>13684</b>	<b>8718</b>	<b>3080</b>	<b>-178</b>	<b>-409</b>	<b>3917</b>	<b>9146</b>	

## Year 2 – Upper Limit

Cash Flow Scenario 1 30%	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Visitor Numbers (X 30% on RTC)	593	495	378	278	130	99	55	70	159	243	441	484	2941
Estimated Tourists (30% usage)	178	149	113	83	39	30	16	21	48	73	132	145	882
Local Customers	44	37	28	21	10	7	4	5	12	18	33	36	221
10 Pass	5	5	0	0	0	5	0	5	0	5	5	5	30
<b>Total Customers</b>	<b>227</b>	<b>191</b>	<b>142</b>	<b>104</b>	<b>49</b>	<b>42</b>	<b>20</b>	<b>31</b>	<b>59</b>	<b>96</b>	<b>170</b>	<b>186</b>	<b>1133</b>
Inflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Council contribution	25000	0	0	0	0	0	0	0	0	0	0	0	25000
Single	356	297	227	167	78	59	33	42	95	146	264	290	2055
Double	2134	1783	1362	1002	468	356	197	253	571	875	1587	1741	12327
Quad	3557	2972	2270	1669	780	593	328	421	952	1459	2644	2902	20545
Group Booking	2668	2229	1702	1252	585	445	246	316	714	1094	1983	2176	15409
Room Hire	100	100	100	100	100	100	100	100	100	100	100	100	1200
Local Single	67	56	43	31	15	11	6	8	18	27	50	54	385
Local Double	445	371	284	209	98	74	41	53	119	182	331	363	2568
Quad	711	594	454	334	156	119	66	84	190	292	529	580	4109
Group Booking	556	464	355	261	122	93	51	66	149	228	413	453	3210
10 Pass Single	38	38	0	0	0	38	0	38	0	38	38	38	263
10 Pass Double	250	250	0	0	0	250	0	250	0	250	250	250	1750
10 Pass Family	500	500	0	0	0	500	0	500	0	500	500	500	3500
<b>Hire Sub-totals</b>	<b>11380</b>	<b>9654</b>	<b>6796</b>	<b>5024</b>	<b>2401</b>	<b>2636</b>	<b>1066</b>	<b>2130</b>	<b>2907</b>	<b>5190</b>	<b>8688</b>	<b>9447</b>	<b>67321</b>
Food and wine	1778	1486	1135	835	390	296	164	211	476	729	1322	1451	10273
Soaps and luxuries	534	446	340	250	117	89	49	63	143	219	397	435	3082
Souvenirs	178	149	113	83	39	30	16	21	48	73	132	145	1027
Local - food and wine	247	211	142	104	49	62	20	51	59	116	190	206	1459
Local - soaps and luxuries	74	63	43	31	15	19	6	15	18	35	57	62	438
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Food and Merch Sub-totals</b>	<b>2811</b>	<b>2354</b>	<b>1773</b>	<b>1304</b>	<b>609</b>	<b>496</b>	<b>256</b>	<b>362</b>	<b>743</b>	<b>1172</b>	<b>2098</b>	<b>2299</b>	<b>16278</b>
<b>Incoming</b>	<b>39191</b>	<b>12009</b>	<b>8569</b>	<b>6328</b>	<b>3010</b>	<b>3132</b>	<b>1322</b>	<b>2492</b>	<b>3651</b>	<b>6362</b>	<b>10786</b>	<b>11747</b>	<b>108599</b>
Outflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Refunds	881	738	566	419	201	155	90	113	243	367	658	721	5154
Food and wine	810	679	511	376	176	143	74	105	214	338	605	663	4693
Souvenirs, luxuries	750	0	0	0	0	0	0	1000	250	0	0	250	2250
Wages	2400	2400	3000	2400	2400	3000	3000	2400	2400	2400	3000	2400	31200
On costs	240	240	300	240	240	300	300	240	240	240	300	240	3120
Management Fees	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	30000
Insurances	275	275	275	275	275	275	275	275	275	275	275	275	3300
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	0	1500
Advertising	500	500	0	0	0	0	0	500	500	250	250	250	2750
Signage	0	0	0	0	0	0	0	0	0	0	0	0	0
Website & hosting	50	50	50	50	50	50	50	50	50	50	50	50	600
Telecomms	80	80	80	80	80	80	80	80	80	80	80	80	960
Cleaning Supplies	200	50	50	50	50	0	0	200	200	50	50	50	950
Miscellaneous	1000	0	0	0	0	0	1000	0	0	0	0	0	2000
Bank Fees/Terminals	35	35	35	35	35	35	35	35	35	35	35	35	420
<b>Outgoings</b>	<b>8840</b>	<b>8309</b>	<b>6801</b>	<b>6006</b>	<b>5806</b>	<b>6383</b>	<b>7314</b>	<b>7385</b>	<b>6744</b>	<b>6218</b>	<b>7145</b>	<b>6793</b>	<b>83743</b>
<b>Opening Cash Flow</b>	<b>9146</b>	<b>305</b>	<b>4005</b>	<b>5774</b>	<b>6096</b>	<b>3301</b>	<b>50</b>	<b>-5942</b>	<b>-10835</b>	<b>-13928</b>	<b>-13784</b>	<b>-10143</b>	
<b>Closing Cash Flow</b>	<b>305</b>	<b>4005</b>	<b>5774</b>	<b>6096</b>	<b>3301</b>	<b>50</b>	<b>-5942</b>	<b>-10835</b>	<b>-13928</b>	<b>-13784</b>	<b>-10143</b>	<b>-5189</b>	

### Year 3 Upper Limit

Cash Flow Scenario 1 50% YO2	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Visitor Numbers (X 50% on YO2)	889	743	567	417	195	148	82	105	238	365	661	725	4411
Estimated Tourists (30% usage)	267	223	170	125	59	44	25	32	71	109	198	218	1323
Local Customers	67	56	43	31	15	11	6	8	18	27	50	54	331
10 Pass	5	5	0	0	0	5	0	5	0	5	5	5	30
<b>Total Customers</b>	<b>338</b>	<b>284</b>	<b>213</b>	<b>156</b>	<b>73</b>	<b>61</b>	<b>31</b>	<b>44</b>	<b>89</b>	<b>142</b>	<b>253</b>	<b>277</b>	<b>1684</b>
Inflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Single	534	446	340	250	117	89	49	63	143	219	397	435	3082
Double	3201	2675	2043	1502	702	534	295	379	856	1313	2380	2611	18491
Quad	5335	4458	3405	2504	1170	889	491	632	1427	2188	3966	4352	30818
Group Booking	4001	3343	2554	1878	878	667	369	474	1071	1641	2975	3264	23113
Room Hire	100	100	100	100	100	100	100	100	100	100	100	100	1200
Local Single	100	84	64	47	22	17	9	12	27	41	74	82	578
Local Double	667	557	426	313	146	111	61	79	178	273	496	544	3852
Quad	1067	892	681	501	234	178	98	126	285	438	793	870	6164
Group Booking	834	697	532	391	183	139	77	99	223	342	620	680	4815
10 Pass Single	38	38	0	0	0	38	0	38	0	38	38	38	263
10 Pass Double	250	250	0	0	0	250	0	250	0	250	250	250	1750
10 Pass Family	500	500	0	0	0	500	0	500	0	500	500	500	3500
<b>Hire Sub-totals</b>	<b>16626</b>	<b>14038</b>	<b>10144</b>	<b>7486</b>	<b>3552</b>	<b>3511</b>	<b>1550</b>	<b>2751</b>	<b>4311</b>	<b>7342</b>	<b>12588</b>	<b>13727</b>	<b>97625</b>
Food and wine	2668	2229	1702	1252	585	445	246	316	714	1094	1983	2176	15409
Soaps and luxuries	800	669	511	376	176	133	74	95	214	328	595	653	4623
Souvenirs	267	223	170	125	59	44	25	32	71	109	198	218	1541
Local - food and wine	358	304	213	156	73	81	31	64	89	162	273	297	2101
Local - soaps and luxuries	108	91	64	47	22	24	9	19	27	49	82	89	630
Local Souvenirs	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Food and Merch Sub-totals</b>	<b>4201</b>	<b>3515</b>	<b>2660</b>	<b>1956</b>	<b>914</b>	<b>727</b>	<b>384</b>	<b>526</b>	<b>1115</b>	<b>1742</b>	<b>3131</b>	<b>3433</b>	<b>24304</b>
<b>Incoming</b>	<b>20827</b>	<b>17553</b>	<b>12804</b>	<b>9442</b>	<b>4466</b>	<b>4238</b>	<b>1934</b>	<b>3277</b>	<b>5426</b>	<b>9084</b>	<b>15719</b>	<b>17160</b>	<b>121929</b>
Outflows	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
Refunds	1317	1102	844	623	297	228	130	165	360	546	982	1076	7670
Food and wine	1210	1013	766	563	263	210	111	152	321	502	902	989	7004
Souvenirs, luxuries	750	0	0	0	0	0	0	2000	0	0	0	250	3000
Wages	2640	2640	3300	2640	2640	3300	3300	2640	2640	2640	3300	2640	34320
On costs	264	264	330	264	264	330	330	264	264	264	330	264	3432
Management Fees	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Insurances	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	302.5	3630
Professional Fees	0	1500	0	0	0	0	0	0	0	0	0	0	1500
Advertising	500	500	0	0	0	0	0	500	500	250	250	250	2750
Signage	0	0	0	0	0	0	0	0	0	0	0	0	0
Website & hosting	50	50	50	50	50	50	50	50	50	50	50	50	600
Telecomms	80	80	80	80	80	80	80	80	80	80	80	80	960
Cleaning Supplies	200	50	50	50	50	0	0	200	200	50	50	50	950
Miscellaneous	1000	0	0	0	0	0	1000	0	0	0	0	0	2000
Bank Fees/Terminals	35	35	35	35	35	35	35	35	35	35	35	35	420
<b>Outgoings</b>	<b>10032</b>	<b>9434</b>	<b>7914</b>	<b>6985</b>	<b>6685</b>	<b>7308</b>	<b>8208</b>	<b>9224</b>	<b>7393</b>	<b>7174</b>	<b>8300</b>	<b>7911</b>	<b>96566</b>
<b>Opening Cash Flow</b>	<b>9146</b>	<b>-886</b>	<b>7232</b>	<b>12122</b>	<b>14580</b>	<b>12361</b>	<b>9291</b>	<b>3016</b>	<b>-2930</b>	<b>-4897</b>	<b>-2987</b>	<b>4433</b>	
<b>Closing Cash Flow</b>	<b>-886</b>	<b>7232</b>	<b>12122</b>	<b>14580</b>	<b>12361</b>	<b>9291</b>	<b>3016</b>	<b>-2930</b>	<b>-4897</b>	<b>-2987</b>	<b>4433</b>	<b>13682</b>	

## OFFICER REPORT

**TO:** Council

**SUBJECT:** Building Better Regions Fund - Infrastructure Projects - Rheinmetall Project

**DATE:** 15.02.21

**AGENDA REF:** OCE02

**AUTHOR:** Michelle Clarke - Director Finance & Corporate Services

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### Sub-Heading

Building Better Regions – Infrastructure Projects – Rheinmetall Defence

### Executive Summary

Council is eligible to apply for the Building Better Regions Fund with applications closing on 5 March 2021. Council has been approached by Rheinmetall Defence Pty Ltd to establish a site in the Balonne Shire, principally as a testing site that will bring economic and social benefits to our region. The purpose of this report is to resolve to apply for funding under the Building Better Regions Fund.

### Background

Council has been approached by a large international defence company, Rheinmetall Defence Pty Ltd. The Company has a facility near Redbank and want to establish a site in the Balonne Shire, principally as a testing site. The Company is seeking to work with Council to apply for Federal funding for Infrastructure works. The Company would provide co-contribution to the funding application and prepare the business case for the funding application for Council to apply.

Council is eligible to apply for the Building Better Regions Fund round 5, with applications closing on 5 March 2021. The Infrastructure Projects Stream supports projects that provide economic and social benefits to regional and remote areas. The projects can be either construction of new infrastructure or the upgrade or extension of existing infrastructure. The Infrastructure Projects Stream only supports investment ready projects.

State Development has taken this on as a project of State significance and will be acting as the planning authority, not Council.

The assessment criteria for the Building Better Regions funding round is:

1. Economic benefits of your project for the region
2. Social benefits of your project for the region
3. Capacity, capability and resources to deliver the project
4. Impact of funding on your project

## Link to Corporate Plan

Key Foundation Area	Key Program Area
<u>Economy</u>	Value-add and diversification strategies

## Consultation (internal/external)

- Rheinmetall Defence Pty Ltd
- State Development Queensland
- McInnes Wilson, Solicitors
- Councillors
- Council's Economic Development Officer
- Regional Development Australia
- Director of Regional Development

## Legal Implications

To ensure compliance with all procurement and contractual requirements Council will need to confirm whether the Infrastructure Works are public or private works.

For public works Council would deliver the works in line with its usual public works delivery process (i.e. Council may complete some or all of the works and/or appoint contractors to complete some or all of the works). The works would be developed with a letter of comfort to the Company stating Council's intent to spend the federal funding on a prioritised list of public works to assist in appropriate Infrastructure to support the proposed development.

Other options may include Council developing an "infrastructure agreement" that require the Company to contribute funds towards public works, this would require further advice on the relevant Planning laws. Further the State, as the planning authority, may impose conditions of planning approval that requires the Company to enter into an infrastructure agreement with Council and/or the State.

If the works are Private works for the benefit of the Company then Council would enter into a "Project Delivery Agreement" (like with other projects). Council would need to apply a tendering exception under the LGR 2012, specifically, section 235(a) & (b):

- the local government resolves it is satisfied that there is only 1 supplier who is reasonably available; or
- the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders.

## Risk Implications

Reputation - Inadequate engagement and assessment of the impact of external and internal stakeholders on our community, viability and productive capacity.

## Policy Implications

Council's procurement policy would not apply with the exceptions proposed.

## Financial and Resource Implications

Grants of \$20,000 to \$10 million to cover up to 75% of eligible project costs. Rheinmetall would cover the co-contribution and Council would facilitate the grant in a similar method as the digital connectivity grant programs.



Rheinmetall have engaged a consultancy firm to prepare the grant application. Council's resources will be required to submit the application and to then administer and report on the grant funding.

### **Options or Alternatives**

- a) do nothing;
- b) enter into an Infrastructure Agreement if available under Planning legislation

### **Attachments**

Nil

### **Recommendation/s**

That Council resolves to:

1. apply for \$10m in funding under the Building Better Regions Grant program Round 5 - Infrastructure Projects Stream for public/private infrastructure associated with the Rheinmetall Defence Pty Ltd; and
2. apply the exemption for tender under Section 235(b) of the Local Government Regulation 2012 due to the specialised or confidential nature of the project, it would be impractical or disadvantageous for the local government to invite quotes or tenders.

Michelle Clarke

**Director Finance & Corporate Services**

## (FCS) FINANCE AND CORPORATE SERVICES

ITEM	TITLE	SUB HEADING	PAGE
<i>FCS1</i>	<b><u>BUDGET REVIEW - FEBRUARY 2021</u></b>	<i>Budget Review – February 2021</i>	35

## OFFICER REPORT

**TO:** Council

**SUBJECT:** Budget Review - February 2021

**DATE:** 15.02.21

**AGENDA REF:** FCS1

**AUTHOR:** Tracey Lee - Manager Finance Services

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### Executive Summary

Budget Review – February 2021

### Background

Council aims to review its budget on a quarterly basis to ensure that known variances to original budget estimates are recorded to ensure that reporting and analysis of financial performance is relevant.

The February budget review has resulted in an overall increase to the financial bottom line of \$516,700 thereby changing the \$146,400 deficit reported at the adoption of the 2020/21 original budget into a \$370,300 surplus. The contributing factors to this change in result is the increase in Grant funding allocation which was not known at time of original adoption, as well as an increase in Contract Works funding and receipt of grant funding relating to 19/20. The 1st Quarter budget review focused on matching anticipated actuals with reflective budgets.

A summary of budget changes has been provided as part of the report attachments.

### Link to Corporate Plan

Key Foundation Area	Key Program Area
<u>Governance</u>	Financial management for long-term sustainability

### Consultation (internal/external)

Chief Executive Officer, Director Finance & Corporate Services, Director Infrastructure Services, and Director Community and Environmental Services.

### Legal Implications

Section 170 (3) of the Local Government Regulations 2012 states council may by resolution amend the budget at any time before the end of the financial year.

### Policy Implications

Nil

## Financial and Resource Implications

A budgeted surplus for 2020/21 of \$370,300.

## Attachments

1. Budget Review Report - February 2021.pdf [↓](#) 

## Recommendation/s

1. That the February Budget Review for 2020/21 be adopted in accordance with Section 170 (3) of the Local Government Regulation 2012, as attached.

Michelle Clarke

**Director Finance & Corporate Services**

# Budget Review

Proposal 18 February 2021

## Table of Contents

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**BALONNE SHIRE COUNCIL**  
**Budgeted Statement of Income and Expenditure**

For the year ended 30 June 2020

	Actual	Original Budget	Proposed Amended Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	31/01/21	20/21	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
	\$	\$	\$	\$								
<b>Operating Revenue</b>												
Rates and Utility Charges	5,704,150	11,689,600	11,681,950	12,157,000	12,643,000	13,149,000	13,675,000	14,222,000	14,791,000	15,383,000	15,998,000	16,638,000
Less: Discount Allowed	- 510,778	(1,005,300)	(1,005,250)	(1,046,000)	(1,088,000)	(1,132,000)	(1,177,000)	(1,224,000)	(1,273,000)	(1,324,000)	(1,377,000)	(1,432,000)
Rates and Utility Charges	5,193,372	10,684,300	10,676,700	11,111,000	11,555,000	12,017,000	12,498,000	12,998,000	13,518,000	14,059,000	14,621,000	15,206,000
Fees and Charges	154,336	208,600	256,100	215,000	221,000	228,000	235,000	242,000	249,000	256,000	264,000	272,000
Interest	175,722	429,300	402,500	400,000	510,000	447,000	394,000	452,000	378,000	305,000	230,000	152,000
Rental Income	145,447	211,000	211,000	219,000	227,000	235,000	244,000	253,000	262,000	272,000	282,000	292,000
Recoverable Works	4,083,807	2,006,500	3,453,000	2,340,000	2,434,000	2,531,000	2,633,000	2,738,000	2,848,000	2,963,000	3,082,000	3,206,000
Other Income	366,603	1,206,300	227,300	1,242,000	1,279,000	1,317,000	1,357,000	1,398,000	1,440,000	1,483,000	1,527,000	1,573,000
Grants and Subsidies	5,722,395	14,768,900	22,818,200	20,714,000	13,095,000	13,487,000	13,891,000	14,307,000	14,736,000	15,178,000	15,633,000	16,102,000
<b>Total Operating Revenues</b>	<b>15,841,682</b>	<b>29,514,900</b>	<b>38,044,800</b>	<b>36,241,000</b>	<b>29,321,000</b>	<b>30,372,000</b>	<b>31,367,000</b>	<b>32,496,000</b>	<b>33,532,000</b>	<b>34,610,000</b>	<b>35,726,000</b>	<b>36,883,000</b>
<b>Operating Expenditure</b>												
Employee Costs	5,107,808	6,900,000	9,234,485	9,442,000	9,871,000	10,093,000	10,320,000	10,552,000	10,789,000	11,032,000	11,280,000	11,534,000
Materials and Services	15,528,328	20,122,255	31,912,715	23,544,655	15,637,000	16,086,000	16,547,000	17,020,000	17,510,000	18,013,000	18,531,000	19,061,000
Finance Costs	131,331	193,045	190,800	193,045	133,000	129,000	125,000	121,000	117,000	114,000	111,000	108,000
Depreciation	4,361,182	7,285,300	7,351,600	7,285,300	7,641,000	7,818,000	8,319,000	8,515,000	8,720,000	8,936,000	9,163,000	9,749,000
	<b>25,128,649</b>	<b>34,500,600</b>	<b>48,689,600</b>	<b>40,465,000</b>	<b>33,282,000</b>	<b>34,126,000</b>	<b>35,311,000</b>	<b>36,208,000</b>	<b>37,136,000</b>	<b>38,095,000</b>	<b>39,085,000</b>	<b>40,452,000</b>
<b>OPERATING RESULT</b>	<b>(9,286,967)</b>	<b>(4,985,700)</b>	<b>(10,644,800)</b>	<b>(4,224,000)</b>	<b>(3,961,000)</b>	<b>(3,754,000)</b>	<b>(3,944,000)</b>	<b>(3,712,000)</b>	<b>(3,604,000)</b>	<b>(3,485,000)</b>	<b>(3,359,000)</b>	<b>(3,569,000)</b>
<b>Capital Items</b>												
Sale of Non-Current Assets	-	-	40,000	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Capital Grants, and Subsidies	7,045,720	4,839,300	10,975,100	4,737,800	3,300,000	3,400,000	3,400,000	3,500,000	3,500,000	3,600,000	3,600,000	3,600,000
<b>INCREASE IN OPERATING CAPABILITY</b>	<b>(2,241,248)</b>	<b>(146,400)</b>	<b>370,300</b>	<b>513,800</b>	<b>(661,000)</b>	<b>(354,000)</b>	<b>(544,000)</b>	<b>(212,000)</b>	<b>(104,000)</b>	<b>115,000</b>	<b>241,000</b>	<b>31,000</b>

**BALONNE SHIRE COUNCIL**  
**Budgeted Statement of Financial Position**

For the year ended 30 June 2020

	Actual	Original Budget	Proposed Amended Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	31/01/21	20/21	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Current Assets</b>												
Cash and Equivalents	39,805,253	33,749,029	31,389,504	29,334,754	28,356,795	27,567,749	25,676,031	23,692,407	21,604,190	19,302,360	16,781,851	16,317,511
Trade Receivables	1,846,894	2,311,730	1,741,149	3,157,962	2,765,764	2,044,586	2,162,023	2,170,714	2,179,366	2,188,977	2,199,547	2,210,117
Inventories	372,757	215,581	265,388	138,000	142,140	146,404	150,796	155,320	159,980	164,779	169,723	174,814
Other Current Assets	20,997	73,227	36,380	73,227	73,227	73,227	73,227	73,227	73,227	73,227	73,227	73,227
<b>Total Current Assets</b>	<b>42,045,901</b>	<b>36,349,567</b>	<b>33,432,421</b>	<b>32,703,943</b>	<b>31,337,926</b>	<b>29,831,966</b>	<b>28,062,077</b>	<b>26,091,668</b>	<b>24,016,762</b>	<b>21,729,343</b>	<b>19,224,347</b>	<b>18,775,669</b>
<b>Non-Current Assets</b>												
Intangible Assets	-	-	35,000	-	-	-	-	-	-	-	-	-
Property, Plant and Equipme	301,301,563	311,211,594	314,477,203	312,157,594	313,164,594	339,320,422	340,545,422	342,057,422	343,870,422	345,998,422	375,937,422	406,660,422
<b>Total Non-Current Assets</b>	<b>301,301,563</b>	<b>311,211,594</b>	<b>314,512,203</b>	<b>312,157,594</b>	<b>313,164,594</b>	<b>339,320,422</b>	<b>340,545,422</b>	<b>342,057,422</b>	<b>343,870,422</b>	<b>345,998,422</b>	<b>375,937,422</b>	<b>406,660,422</b>
<b>TOTAL ASSETS</b>	<b>343,347,463</b>	<b>347,561,161</b>	<b>347,944,624</b>	<b>344,861,537</b>	<b>344,502,520</b>	<b>369,152,388</b>	<b>368,607,499</b>	<b>368,149,090</b>	<b>367,887,184</b>	<b>367,727,765</b>	<b>395,161,769</b>	<b>425,436,091</b>
<b>Current Liabilities</b>												
Trade and Other Payables	880,246	655,466	655,466	624,501	637,616	651,005	664,677	678,635	692,886	707,437	722,293	737,461
Loans	283,920	130,925	252,925	137,471	144,345	151,562	159,140	167,097	175,452	184,225	193,436	203,108
Provisions	1,819,257	1,728,063	956,063	128,000	132,000	136,000	140,000	144,000	148,000	152,000	157,000	162,000
Other Liabilities	5,168,854	7,176	4,145,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176
<b>Total Current Liabilities</b>	<b>8,152,277</b>	<b>2,521,630</b>	<b>6,009,630</b>	<b>897,148</b>	<b>921,136</b>	<b>1,406,763</b>	<b>1,438,928</b>	<b>1,471,862</b>	<b>1,505,593</b>	<b>1,540,147</b>	<b>1,576,554</b>	<b>1,606,394</b>
<b>Non-Current Liabilities</b>												
Loans	1,981,234	2,044,376	2,044,376	1,906,905	1,762,560	1,610,998	1,451,858	1,284,761	1,109,309	925,084	731,648	528,540
Loans - Wild Dog Fencing	4,433,686	7,356,000	7,356,000	7,356,000	7,466,340	7,117,315	6,905,401	6,679,155	6,437,972	6,181,222	5,908,255	5,625,845
Provisions	775,668	154,671	775,671	177,000	182,000	187,000	193,000	199,000	205,000	211,000	217,000	224,000
<b>Total Non-Current Liabilities</b>	<b>7,190,588</b>	<b>9,555,047</b>	<b>10,176,047</b>	<b>9,439,905</b>	<b>9,410,900</b>	<b>8,915,313</b>	<b>8,550,259</b>	<b>8,162,916</b>	<b>7,752,280</b>	<b>7,317,306</b>	<b>6,856,903</b>	<b>6,378,385</b>
<b>TOTAL LIABILITIES</b>	<b>15,342,865</b>	<b>12,076,677</b>	<b>16,185,677</b>	<b>10,337,053</b>	<b>10,332,036</b>	<b>10,322,076</b>	<b>9,989,187</b>	<b>9,634,778</b>	<b>9,257,873</b>	<b>8,857,453</b>	<b>8,433,457</b>	<b>7,984,779</b>
<b>NET COMMUNITY ASSETS</b>	<b>328,004,599</b>	<b>335,484,484</b>	<b>331,758,947</b>	<b>334,524,484</b>	<b>334,170,484</b>	<b>358,830,312</b>	<b>358,618,312</b>	<b>358,514,312</b>	<b>358,629,312</b>	<b>358,870,312</b>	<b>386,728,312</b>	<b>417,451,312</b>
<b>Community Equity</b>												
Retained Surplus	75,739,052	85,165,976	81,440,439	84,205,976	87,605,976	91,005,976	94,505,976	98,005,976	101,605,976	105,205,976	108,805,976	108,805,976
Other Reserves	10,110,374	8,163,336	8,163,336	8,163,336	8,163,336	8,163,336	8,163,336	8,163,336	8,163,336	8,163,336	8,163,336	8,163,336
Revaluation Reserve	242,155,172	242,155,172	242,155,172	242,155,172	242,155,172	267,359,000	267,359,000	267,359,000	267,359,000	267,359,000	295,186,000	325,909,000
<b>TOTAL COMMUNITY EQUITY</b>	<b>328,004,599</b>	<b>335,484,484</b>	<b>331,758,947</b>	<b>334,524,484</b>	<b>334,170,484</b>	<b>358,830,312</b>	<b>358,618,312</b>	<b>358,514,312</b>	<b>358,629,312</b>	<b>358,870,312</b>	<b>386,728,312</b>	<b>417,451,312</b>

**BALONNE SHIRE COUNCIL**  
**Budgeted Statement of Cash Flows**  
For the year ended 30 June 2020

	Actual	Original Budget	Proposed Amended Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	31/01/21 \$	20/21 \$	20/21 \$	21/22 \$	22/23	23/24	24/25	25/26	26/27	27/28	28/29
<b>Cash flows from operating activities:</b>											
Receipts from customers	10,583,524	13,900,700	13,860,700	14,139,349	16,357,058	17,116,914	17,125,171	17,671,785	18,473,688	19,096,590	19,851,487
Payments to suppliers and employees	(22,086,633)	(26,960,216)	(33,968,966)	(33,600,974)	(25,360,545)	(25,497,615)	(26,573,327)	(27,076,269)	(28,043,808)	(28,696,968)	(29,573,771)
	<b>(11,503,109)</b>	<b>(13,059,516)</b>	<b>(20,108,266)</b>	<b>(19,461,625)</b>	<b>(9,003,487)</b>	<b>(8,380,701)</b>	<b>(9,448,157)</b>	<b>(9,404,484)</b>	<b>(9,570,120)</b>	<b>(9,600,378)</b>	<b>(9,722,284)</b>
Rental Income	145,447	211,000	211,000	219,000	227,000	227,000	235,000	244,000	253,000	262,000	272,000
Interest Received	175,722	429,300	402,500	400,000	510,000	510,000	447,000	394,000	452,000	378,000	305,000
Operating Grants and Contributions	5,722,395	14,768,900	22,818,200	20,714,000	13,080,000	13,095,000	13,487,000	13,891,000	14,307,000	14,736,000	15,178,000
Borrowing Costs	(131,331)	(137,000)	(137,000)	(133,000)	(129,000)	(125,000)	(121,000)	(117,000)	(114,000)	(111,000)	(108,000)
<b>Net cash inflow (outflow) from operating activities</b>	<b>-5,590,876</b>	<b>2,212,684</b>	<b>3,186,434</b>	<b>1,738,375</b>	<b>4,684,513</b>	<b>5,326,299</b>	<b>4,599,843</b>	<b>5,007,516</b>	<b>5,327,880</b>	<b>5,664,622</b>	<b>5,924,716</b>
<b>Cash flows from investing activities:</b>											
Payments for Property, Plant and Equipment	(3,057,395)	(9,326,134)	(18,835,209)	(8,500,000)	(8,925,000)	(9,371,000)	(9,840,000)	(10,332,000)	(10,849,000)	(11,391,000)	(11,961,000)
Proceeds from Sale of Property, Plant and Equipment	0	0	40,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Capital Grants and Subsidies	7,045,720	4,839,300	10,975,100	4,737,800	3,300,000	3,300,000	3,400,000	3,400,000	3,500,000	3,500,000	3,600,000
<b>Net cash inflow (outflow) from investing activities</b>	<b>3,988,325</b>	<b>(4,486,834)</b>	<b>(7,820,109)</b>	<b>(3,662,200)</b>	<b>(5,525,000)</b>	<b>(5,971,000)</b>	<b>(6,340,000)</b>	<b>(6,832,000)</b>	<b>(7,249,000)</b>	<b>(7,791,000)</b>	<b>(8,261,000)</b>
<b>Cash flows from financing activities:</b>											
Proceeds from Borrowings	1,229,652	4,000,000	4,000,000	-	-	-	-	-	-	-	-
Repayment of Borrowings	(60,998)	(125,485)	(125,485)	(130,925)	(137,471)	(144,345)	(151,562)	(159,140)	(167,097)	(175,452)	(184,225)
<b>Net cash inflow (outflow) from financing activities</b>	<b>1,168,654</b>	<b>3,874,515</b>	<b>3,874,515</b>	<b>(130,925)</b>	<b>(137,471)</b>	<b>(144,345)</b>	<b>(151,562)</b>	<b>(159,140)</b>	<b>(167,097)</b>	<b>(175,452)</b>	<b>(184,225)</b>
<b>Net increase (decrease) in cash held</b>	<b>(433,897)</b>	<b>1,600,365</b>	<b>(759,160)</b>	<b>(2,054,750)</b>	<b>(977,959)</b>	<b>(789,046)</b>	<b>(1,891,719)</b>	<b>(1,983,624)</b>	<b>(2,088,217)</b>	<b>(2,301,830)</b>	<b>(2,520,509)</b>
Cash at beginning of reporting period	40,239,150	32,148,667	32,148,667	31,389,504	29,334,754	28,356,795	27,567,749	25,676,031	23,692,407	21,604,190	19,302,360
<b>Cash at end of reporting period</b>	<b>39,805,253</b>	<b>33,749,029</b>	<b>31,389,504</b>	<b>29,334,754</b>	<b>28,356,795</b>	<b>27,567,749</b>	<b>25,676,031</b>	<b>23,692,407</b>	<b>21,604,190</b>	<b>19,302,360</b>	<b>16,781,851</b>



**BALONNE SHIRE COUNCIL**  
**Budgeted Statement of Changes in Equity**

For the year ended 30 June 2020

	Shire Capital	Accumulated Surplus	Other Reserves	Revaluation Reserve	TOTAL
<b>Opening Balance 2020/21</b>	<b>35,410,009</b>	<b>43,712,439</b>	<b>10,110,374</b>	<b>242,155,172</b>	<b>331,387,994</b>
Net Result	-	370,300	-	-	370,300
Equity Adjustment	653	-	-	-	653
Increase in Asset Revaluation Reserve	-	-	-	-	-
Transfers to Capital	10,975,100	- 10,975,100	-	-	-
Transfers to Reserves	1,947,038	-	- 1,947,038	-	-
<b>Closing Balance 30th June 2021</b>	<b>48,332,800</b>	<b>33,107,639</b>	<b>8,163,336</b>	<b>242,155,172</b>	<b>331,758,947</b>
Net Result	-	513,800	-	-	513,800
Equity Adjustment	2,251,737	-	-	-	2,251,737
Increase in Asset Revaluation Reserve	-	-	-	-	-
Transfers to Capital	4,737,800	- 4,737,800	-	-	-
Transfers to Reserves	-	-	-	-	-
<b>Closing Balance 30th June 2022</b>	<b>55,322,337</b>	<b>28,883,639</b>	<b>8,163,336</b>	<b>242,155,172</b>	<b>334,524,484</b>
Net Result	-	(661,000)	-	-	(661,000)
Equity Adjustment	307,000	-	-	-	307,000
Increase in Asset Revaluation Reserve	-	-	-	-	-
Transfers to Capital	3,300,000	- 3,300,000	-	-	-
Transfers to Reserves	-	-	-	-	-
<b>Closing Balance 30th June 2023</b>	<b>58,929,337</b>	<b>24,922,639</b>	<b>8,163,336</b>	<b>242,155,172</b>	<b>334,170,484</b>

# 1st Review PROPOSED BUDGET ADJUSTMENTS

		\$	
	Current Budget	Budget change	New budget
<b>REVENUE</b>			
110210 Disaster Recovery Income	\$0	\$12,200,000	\$12,200,000
110211 Disaster Resilience Income	\$170,000	\$158,000	\$328,000
120210 Community Development Income	\$588,000	\$18,000	\$606,000
130310 Tourism Services Income	\$20,500	\$42,000	\$62,500
140110 Economic Development Income	\$985,000	\$20,000	\$1,005,000
230310 WDEF Special Rate Loan Scheme Admin Fee (R1)	-\$100,000	\$149,000	\$49,000
230311 WDEF Special Rate Loan Scheme Admin Fee (R2)	\$0	\$20,000	\$20,000
250310 Digital Connectivity Income	\$1,524,100	-\$944,100	\$580,000
250410 CCTV Income	\$0	\$5,500	\$5,500
300111 Building Income	\$23,500	\$36,500	\$60,000
320110 Wild Dog Exclusion Fencing Income	\$3,727,500	\$10,000	\$3,737,500
320210 Rural Lands Income	\$111,000	\$8,000	\$119,000
340310 Natural Environment Income	\$0	\$46,000	\$46,000
410312 Roads Contracts Revenue	\$0	\$1,410,000	\$1,410,000
410315 HVSP Grant	\$0	\$668,000	\$668,000
410410 Private Works Income	\$6,000	\$5,500	\$11,500
410510 Infrastructure Administration Income	\$2,752,700	\$224,400	\$2,977,100
410511 Covid Works 4 Qld	\$0	\$1,140,800	\$1,140,800
420110 Water Income Other	\$491,500	-\$125,000	\$366,500
420210 Waste Water Income Other	\$530,000	-\$530,000	\$0
430310 Sport and Rec Facilities Income	\$918,500	\$19,100	\$937,600
430311 Showgrounds Income	\$33,700	\$76,000	\$109,700
440710 Public Amenities Income	\$0	\$2,000	\$2,000
450111 Fuel Tax Credit	\$0	\$6,000	\$6,000
450112 Proceeds from Sale of Plant	\$0	\$40,000	\$40,000
	<b>\$11,782,000</b>	<b>\$14,705,700</b>	<b>\$26,487,700</b>
<b>Expenditure</b>			
110150 Disaster Mitigation Expenses	\$136,900	\$79,000	\$215,900
110151 Disaster Mitigation Operational Projects	\$45,000	\$45,000	\$90,000
110250 Disaster Recovery Expenses	\$0	\$1,000,000	\$1,000,000
110251 Disaster Recovery Operational Projects	\$0	\$12,200,000	\$12,200,000
110253 Disaster Recovery & Resilience	\$46,000	\$27,000	\$73,000
120152 Libraries Administration	\$0	\$158,000	\$158,000
120351 Arts and Culture Operational Projects	\$0	\$5,000	\$5,000
130351 Tourism Services Operational Projects	\$169,400	\$42,000	\$211,400
130352 Tourism Services Administration	\$0	\$297,000	\$297,000
200150 Finance & Corporate Services Administration Expenses	\$2,320,900	\$39,000	\$2,359,900
220152 Long Service Leave Expense	\$100,000	\$50,000	\$150,000
220158 Superannuation Expense	\$635,000	\$80,000	\$715,000
220162 QTC Finance Costs - Admin Building	\$0	\$73,000	\$73,000
220190 Allocation of Labour oncost	-\$2,650,000	-\$800,000	-\$3,450,000
230102 Rates Write-offs & Adjustments	\$0	\$500	\$500
230351 QTC Finance Costs WDEF Special Rate Loan Scheme	\$20,000	\$20,000	\$40,000
240155 Councillor Private Vehicle Allowance	\$0	\$16,000	\$16,000
250151 Information Technology Operational Projects	\$138,500	\$19,500	\$158,000
250152 FM Radio	\$0	\$1,000	\$1,000
300150 Planning Expenses	\$0	\$31,000	\$31,000
300152 Planning and Building Operational Projects	\$0	\$2,600	\$2,600
300153 Planning and Building Administration	\$0	\$111,400	\$111,400
340350 Natural Environment Expenses	\$0	\$20,500	\$20,500
410351 RMPC Expenditure	\$1,600,000	\$150,000	\$1,750,000
410352 Roads Contracts Expenditure	\$0	\$450,000	\$450,000
410450 Private Works Expenditure	\$6,000	\$5,500	\$11,500
440450 Cemetery Maintenance and Operations Expenditure	\$86,400	\$16,000	\$102,400
410552 Infrastructure Administration Operational Projects	\$0	\$50,000	\$50,000
	<b>\$2,654,100</b>	<b>\$14,189,000</b>	<b>\$16,843,100</b>

**BALONNE SHIRE COUNCIL**  
**Financial Sustainability Ratios**

	Target	Actual	Original Budget	Proposed Amended Budget	Forecast								
		31/01/21	20/21	Budget 20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Operating Surplus	0 - 15%	-58.62%	-16.89%	-27.98%	-11.66%	-13.51%	-13.51%	-12.36%	-12.57%	-11.40%	-10.70%	-10.10%	-9.40%
Net Financial Liabilities	< 60%	-168.56%	-82.24%	-45.33%	-61.72%	-71.64%	-66.54%	-59.51%	-52.47%	-45.40%	-38.40%	-31.20%	-30.20%
Asset Sustainability	> 90%	70.10%	67.29%	69.37%	70.00%	71.67%	73.58%	75.51%	74.52%	76.45%	78.38%	80.31%	82.24%

Capital Projects 2020/21

		Asset Type (New, Upgrade, Renewal)	YTD Actuals As At 01/02/2021	Total - Multi-Year Project Budget	2020/21 Budget	December review	Funding from external source
	Investigate						
Infrastructure - Aerodrome							
APCP01	C/O BOR4 - St George General Aviation Project (\$1M over 3 years)	N	\$21,531	\$1,065,000	\$765,000		\$200,000
APCP03	St George Aerodrome Linemarking	R	\$0		\$15,000		
<b>YTD Total</b>	<b>Total</b>		<b>\$21,531</b>	<b>\$1,065,000</b>	<b>\$780,000</b>	<b>\$0</b>	<b>\$200,000</b>
Infrastructure - Swimming Pools							
CCCP02	C/O BOR - 2 CCTV Phase 2	N	\$0	\$53,500	\$13,336		
CCCP03	St George Pool CCTV Security System	R	\$0		\$5,000		
<b>YTD Total</b>	<b>Total</b>		<b>\$0</b>	<b>\$53,500</b>	<b>\$18,336</b>	<b>\$0</b>	<b>\$0</b>
Infrastructure - Showgrounds							
CDGCP01-04	CDG1057_Dirranbandi Showgrounds Revitalisation	U	0.00	\$72,150	\$72,150		\$70,000
DCP06	C/O - DCP - Bollon Showgrounds	U	\$2,035	\$48,000	\$48,000		
<b>YTD Total</b>	<b>Total</b>		<b>\$2,035</b>	<b>\$120,150</b>	<b>\$120,150</b>	<b>\$0</b>	<b>\$70,000</b>
Infrastructure - Cemetery							
CEMCP01	2 x St George Lawn Cemetery Beams and Headstones	N	\$0		\$40,000		
CEMCP02	Thallon Cemetery Remembrance Area	N	\$0		\$15,000		
<b>YTD Total</b>	<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$0</b>	<b>\$0</b>
Infrastructure - Parks & Gardens							
DCP01	C/O DCP - Water Pump	R	\$961	\$150,000	\$111,248		
DCP02	C/O - DCP - Dirranbandi Recreation	N	\$43,887	\$100,000	\$42,876		
DCP03	C/O DCP - Thallon Park Playground fence	N	\$70,424	\$75,000	\$19,699		
DCP05	C/O - DCP Bollon Master Plan - Implement Stage 1	U	\$0	\$100,000	\$79,587		
DCP08	C/O DCP - St George Showgrounds Toilet Block	U	\$95,976	\$100,000	\$100,000		\$100,000
DCP09	C/O - DCP - Mungindi Park	N	\$12,744	\$53,000	\$21,985		
DCP11	C/O - DCP - St George River Foreshore - Ampitheatre sleepers, Bridge at Canoe Ramp, Lighting at Murray Cod	U	\$164,527	\$256,000	\$225,878		
DCP12	C/O - DCP - Dirranbandi River and Rail	N	\$27,578	\$80,000	\$80,000		
	MDEBP Stages 2 and 3 Mungindi Recreation Area		0.00	\$239,000	\$150,000		\$150,000
<b>YTD Total</b>	<b>Total</b>		<b>\$416,095</b>	<b>\$1,153,000</b>	<b>\$831,273</b>	<b>\$0</b>	<b>\$250,000</b>
Communities - Disaster Management							
IACP01	BaISC-W4QC20-3 St George Swimming Pool Splash Park (Stage 1) COVID-19	N	0.00		\$500,000		\$500,000
IACP03	BaISC-W4QC20-1 Regional Tourism Projects - COVID-19	N	0.00		\$398,000		\$280,000
W4QC301	W4Q COVID - Dirranbandi Rail and River Precinct Stage 2						
W4QC302	W4Q COVID - Hebel Beautification						
W4QC303	W4Q COVID - St George Heritage Trail Signage						
W4QC304	W4Q COVID - Thallon Camping Area all weather access						
W4QC305	W4Q COVID - Thallon Viewing Platform Bullamon Bridge						
IACP04	BaISC-W4QC20-2 Regional Community Projects -COVID-19	N	0.00		\$282,000		\$282,000
W4QC401	W4Q COVID - Nindigully concrete pad at Landfill						
W4QC402	W4Q COVID - Bollon Showgrounds						
W4QC403	W4Q COVID - St George River Foreshore						
W4QC404	W4Q COVID - Bollon Civic Centre						

Capital Projects 2020/21

		Asset Type (New, Upgrade, Renewal)	YTD Actuals As At 01/02/2021	Total - Multi-Year Project Budget	2020/21 Budget	December review	Funding from external source
	<b>Investigate</b>						
W4QC405	W4Q COVID - Jack Hammond Park						
W4QC406	W4Q COVID - St George Pool Concrete Repairs						
<b>YTD Total</b>	<b>Total</b>		\$0	\$0	\$1,180,000	\$0	\$1,062,000
	<b>Information Technology</b>						
ITCP02	Phase 2 New ERP IT Vision Project	R - PE	\$25,166	\$400,000	\$100,000	-\$10,000	
ITCP04	Replace Ricoh Admin Office	R - PE	\$0		\$17,000	\$10,000	
<b>YTD Total</b>	<b>Total</b>		\$25,166	\$400,000	\$117,000	\$0	\$0
	<b>Communities - Library</b>						
	MDBEDP Round 2 Mungindi Sculpture River Walk		0.00		\$73,000		\$60,000
<b>YTD Total</b>	<b>Total</b>		\$0	\$0	\$73,000	\$0	\$60,000
	<b>Communities - Library</b>						
LBPC01	Bollon Library Relocation Project	R	\$0		\$100,000		
	BBRFIV000300 Library Innovation Hub		0.00	\$6,000,000	\$3,000,000		\$3,000,000
<b>YTD Total</b>	<b>Total</b>		\$0	\$6,000,000	\$3,100,000	\$0	\$3,000,000
	<b>Communities -</b>						
LRCIP02	LRCI-Showgrounds	U	0.00		\$120,000		\$84,000
LRCIP03	LRCI-Bollon Skate Park	N	0.00		\$160,000		\$112,000
LRCIP04	LRCI-4 Dirranbandi Community Projects	N	0.00		\$100,000		\$70,000
LRCIP06	LRCI-St George Swimming Pool Splash Park (Stage 2)	N	\$7,633		\$600,000		\$420,000
LRCIP202	LRCI-Thallon Tennis Courts	R	0.00		\$30,000		\$21,000
LRCIP501	LRCI-CCTV and Disaster Management Building Repairs	U	0.00		\$130,450		\$91,315
<b>YTD Total</b>	<b>Total</b>		0.00	\$0	\$1,140,450	\$0	\$798,315
	<b>Infrastructure - Plant</b>						
PECP15	Toyota Hilux X/ Dual Cab 4x4 (New Position)	N - PE	\$413,845		\$60,000		
PECP16	Toyota Hilux X/ Dual Cab 4x4 (Berlina)	R - PE	0.00		\$40,000		
PECP17	Toyota Hilux X/ Dual Cab 4x4 (Colarado)	R - PE	0.00		\$40,000		
PECP18	Toyota Hilux X/ Dual Cab 4x4	R - PE	0.00		\$40,000		
PECP19	Toyota Hilux X/ Dual Cab 4x4	R - PE	0.00		\$40,000		
PECP20	Toyota Hilux X/ Dual Cab 4x4	R - PE	0.00		\$40,000		
PECP21	Toyota Hilux X/ Dual Cab 4x4	R - PE	0.00		\$40,000		
PECP22	Toyota Landcruiser VX (CEO vehicle replacing Calais)	R - PE	0.00		\$90,000		
PECP23	Isuzu FRR500 - Sweeper	R - PE	0.00		\$300,000		
PECP24	Isuzu FRR60-Dual Cab Tipper (Crane)	R - PE	0.00		\$120,000		
PECP25	Ferris IS5100Z Zero-Turn Mower 72"	R - PE	0.00		\$25,000		
PECP26	Ferris IS5100Z Zero-Turn Mower 72"	R - PE	0.00		\$25,000		
PECP27	Ferris IS5100Z Zero-Turn Mower 60"	R - PE	0.00		\$25,000		
PECP28	Trailer - Paveline Emulsion Spraying	R - PE	0.00		\$75,000		
PECP09	Jetpatcher	R - PE	\$421,270		\$340,000		
PECP29	Water & Sewerage Truck	N - PE	0.00		\$140,000		

Capital Projects 2020/21

		Asset Type (New, Upgrade, Renewal)	YTD Actuals As At 01/02/2021	Total - Multi-Year Project Budget	2020/21 Budget	December review	Funding from external source
	Investigate						
YTD Total	Total		\$835,115	\$0	\$1,440,000	\$0	\$0
Infrastructure - Parks & Gardens							
PGCP09	Cross Border Mungindi River Park Stage 2 & 3 (Merge together) LGGSP - DLGRMA - MDBEDP \$239000 -Mungindi	U	\$1,870	\$460,000	\$460,000		\$414,000
PGCP11	C/O FRRR-TTTT Bollon Park and River Land Revitalisation Project (incl. Walter Austin Irrigation installation, fund	U	\$60,000	\$92,000	\$92,000		\$60,000
PGCP12	River water Pump Shed - Jack Dwyer Park - Dirranbandi	N	\$0		\$15,000		
YTD Total	Total		\$61,870	\$552,000	\$567,000	\$0	\$474,000
Infrastructure - Roads							
R2R2021	R2R - Road Projects	R					\$1,712,175
R2R2021	Whytes Road Reseal	St George	0.00		\$31,200		
R2R2021	Albert Street Reseal	St George	0.00		\$34,400		
R2R2021	Wilson Avenue Reseal	St George	0.00		\$8,960		
R2R2021	Alfred Street Reseal	St George	0.00		\$273,312		
R2R2021	Barlee Street Reseal	St George	0.00		\$107,172		
R2R2021	Scott Street Reseal	St George	0.00		\$115,752		
R2R2021	Commissioners Point Road Culvert Replacement	St George	0.00		\$15,640		
R2R2021	Cashelvale Road Culvert Installation	Bollon	0.00		\$14,760		
R2R2021	Kenny Lane Stormwater Drainage	St George	0.00		\$207,528		
R2R2021	Arthur Street Reseal	St George	0.00		\$27,200		
R2R2021	Commissioners Point Road Reseal	St George	0.00		\$84,600		
R2R2021	Thungaby Road Reseal	St George	0.00		\$351,900		
R2R2021	Balangarry Road Bitumen Seal	St George	0.00		\$140,560		
R2R2021	Wagoo Road Bitumen Seal	St George	0.00		\$111,719		
R2R2021	Thuraggi Road Gravel Resheet – 100mm top-up	St George	0.00		\$187,472		
YTD Total	Total		\$0	\$0	\$1,712,175	\$0	\$1,712,175
Infrastructure - Footpath							
SCP05	Footpath and Kerb Repairs	R	\$12,271		\$80,000		
SCP06	Footpath Upgrade Alfred Street, Balonne Street, Church St along St Patrick's School	U	\$0		\$42,500		
SCP07	Footpath & Kerb Upgrade - Victoria Street-Rowe Street-Barlee Street	U	\$0		\$18,200		
SCP08	Dirranbandi Footpath Upgrades	U	\$0		\$86,000		
YTD Total	Total		\$12,271	\$0	\$226,700	\$0	\$0
Infrastructure - Housing							
CHCP02	2 Taylor Street - 3 self contained units	N	\$547,089		\$520,000		
YTD Total	Total		\$547,089	\$0	\$520,000	\$0	\$0
Infrastructure - Showgrounds							
SGCP01	C/O - Balonne Shire Showgrounds Maintenance (W4Q3 19-21)	N	\$38,784	\$50,000	\$38,665		\$20,000
YTD Total	Total		\$38,784	\$50,000	\$38,665	\$0	\$20,000
Infrastructure - Swimmint Pools							
SPCP02	St George Swimming Pool Eyewash Facility	R	\$0		\$5,000		
SPCP03	St George Swimming Pool Filter Pipework	R	\$0		\$10,000		
SPCP04	St George Swimming Pool Lane Ropes	R	\$0		\$6,000		
SPCP05	St George Swimming Pool Repair Toilet Floors	R	\$0		\$10,000		



Capital Projects 2020/21

		Asset Type (New, Upgrade, Renewal)	YTD Actuals As At 01/02/2021	Total - Multi-Year Project Budget	2020/21 Budget	December review	Funding from external source
	<b>Investigate</b>						
SPCP06	St George Swimming Pool Chemical Shed	N	\$3,288		\$15,000		
SPCP07	St George Swimming Pool Recoating	R	\$0		\$80,000		
SPOP01	C/O - Dirran Thermal Hot Baths Capital Projects	N	0.00	\$875,000	\$875,000		\$525,000
<b>YTD Total</b>	<b>Total</b>		<b>\$3,288</b>	<b>\$875,000</b>	<b>\$1,001,000</b>	<b>\$0</b>	<b>\$525,000</b>
<b>Infrastructure - Waste Water</b>							
SSCP01	C/O - ST George STP - Screw Screen with 3.5mm Guage	R	\$0		\$25,000		
SSCP02	C/O - St George - Service & Repair STP Primary SED Tank	U	\$0		\$20,000		
SSCP03	C/O - St George STP - Replace Existing Downstream Manhole	R	\$96		\$10,000		
SSCP04	C/O - Dirranbandi Rising Sewerage Main Replacement (W4Q3 19-21)	R	\$63	\$530,000	\$530,000		\$265,000
SSCP05	Bollon Sewerage Treatment Plant & Rising Main	R	\$0		\$50,000		
<b>YTD Total</b>	<b>Total</b>		<b>\$159</b>	<b>\$530,000</b>	<b>\$635,000</b>	<b>\$0</b>	<b>\$265,000</b>
<b>Infrastructure - Stormwater</b>							
SWCP01	Dirranbandi Stormwater Drainage/Culverts	U	\$0		\$60,000		
<b>YTD Total</b>	<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Infrastructure - TIDS</b>							
TIDS1019	TIDS, Kooroon Road Bitumen Resheet	R	0.00		\$75,000		\$37,500
TIDS1035	TIDS, St George bypass see TIDS1042	R	0.00				
TIDS1042	TIDS, Whyenbah Rd Bitumen Resheet	R	0.00		\$0		\$0
TIDS1064	TIDS, St George-Noondoo Road Bitumen Reseal	R	0.00		\$0		\$0
TIDS2009	TIDS, Hebel-Goodooga Road Bitumen Seal Project	R	0.00		\$1,817,460		\$1,242,460
TIDS4002	TIDS, Bollon-Dirranbandi Road Bitumen Reseal	R	0.00		\$450,000		\$225,000
TIDS4004	TIDS, Bollon-Mitchell Road Bitumen Resheet	R	0.00		\$275,000		\$137,500
<b>YTD Total</b>	<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$2,617,460</b>	<b>\$0</b>	<b>\$1,642,460</b>
<b>Infrastructure - Depots</b>							
WDCP06	Water & Sewerage Depot - Large Shed	N	\$0		\$50,000		
<b>YTD Total</b>	<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Infrastructure - Water</b>							
WSCP07	C/O - St George & Dirranbandi Water Main, Fitting and Service Replacement (W4Q3 19/21)	R	\$479	\$500,000	\$250,000		\$125,000
WSCP09	River Main Fitting Program for the Balonne Shire	R	\$3,162		\$50,000		
WSCP14	Dirranbandi Water Treatment Plant Upgrade - LG GSP		\$145,269		\$460,000		
WSCP15	St George Bore Water Main Replacement - Beardmore Place	R	\$108,973		\$45,000		
WSCP16	St George Bore Water Main Replacement - Church Street	R	\$102,438		\$40,000		
WSCP16	St George River Water Main Replacement - Isles Street	R			\$25,000		
WSCP17	St George Bore Water Main Replacement - Grey Street/Thallon Road/Buchan Bypass to Rimmer Road	R			\$100,000		
WSCP17	St George River Water Main Replacement - McDonnell Avenue	R			\$55,000		
WSCP18	St George Bore Water Main Replacement - Margaret Street	R			\$45,000		
WSCP18	St George River Water Main Replacement - St George's Terrace	R			\$60,000		
WSCP19	St George Bore Water Main Replacement - Sandylands Road	R			\$50,000		
WSCP19	St George River Water Main Replacement - Church Street	R			\$60,000		
WSCP20	St George Bore Water Main Replacement - St George's Terrace	R			\$40,000		
WSCP20	St George River Water Main Replacement - Margaret Street	R			\$55,000		

Capital Projects 2020/21

		Asset Type (New, Upgrade, Renewal)	YTD Actuals As At 01/02/2021	Total - Multi-Year Project Budget	2020/21 Budget	December review	Funding from external source
	<b>Investigate</b>						
WSCP21	St George River Water Main Replacement - Sandylands Road	R			\$55,000		
WSCP22	St George River Water Main Replacement - Beardmore Place	R			\$55,000		
<b>YTD Total</b>	<b>Total</b>		\$360,322	\$500,000	\$1,445,000	\$0	\$125,000
	BALSC.0013.1920M.QRF- Balonne River Height Monitoring Project		0.00		\$218,400		\$158,400
	<b>GRAND TOTAL</b>		\$2,323,725	\$11,298,650	\$18,835,209	\$0	\$11,205,950

Operational Projects 2020/21			YTD Actuals As At 1/2/2021	Total - Multi-Year Project Budget	Budget 20/21	Budget Review December	Funding 20/21
Work Order	GL Number	Description					
Disaster Management							
DMOP01	110151	C/O Levee Bank Contingencies	\$576		\$90,000	\$45,000	
		Total	\$576		\$90,000	\$45,000	\$0
Communities - Disaster Management							
FDR01	110254	BalSC.0003.1920K.REC - Cubbie Road	\$1,421,499	\$1,612,517	\$967,510		\$967,510
FDR02	110254	BalSC.0009.1920K.REC - Middle Road	\$98,622	\$1,978,230	\$1,186,938		\$1,186,938
FDR03	110254	BalSC.0005.1920K.REC - Whyenbah Road	\$1,338,885	\$4,889,306	\$2,933,584		\$2,933,584
FDR04	110254	BalSC.0007.1920K.REC - Gunnindaddy Road	\$0	\$2,926,004	\$1,755,602		\$1,755,602
FDR05	110254	BalSC.0012.1920K.REC - Rutherglen and other Roads	\$191,750	\$1,138,406	\$683,044		\$683,044
FDR06	110254	BalSC.0010.1920K.REC - Thomby Road	\$0	\$3,118,433	\$1,871,060		\$1,871,060
FDR07	110254	BalSC.0008.1920K.REC - Teelba Road	\$0	\$2,648,888	\$1,589,333		\$1,589,333
FDR09	110254	BalSC.0006.1920K.REC - Chelmer Road	\$0	\$519,886	\$311,932		\$311,932
FDR08	110254	BalSC.0011.1920K.REC - Cardiff and other Roads	\$157,123	\$1,306,647	\$783,988		\$783,988
		Total	\$3,207,878	\$20,138,317	\$12,082,990	\$0	\$12,082,990
Communities - Library							
LB704	120151	PopUp Art Gallery	\$0		\$2,000		
LB708	120151	Balonne its Rocket Science	\$3,621		\$4,134		\$3,878
LB701	120151	Digital Literacy	\$264		\$10,000		
LB702	120151	General Library Programs	\$233		\$10,000		
LB705	120151	Sustainable Multi-User Hub	\$44,814				
LBOP100	120151	St George Lib Project	\$43,229		\$45,000	\$45,000	
LBOP600	120151	Ballon Laibrary Project	\$1,996		\$2,000	\$2,000	
LB709	120151	Hebel Library - replacement of air-conditioner	\$0		\$4,000		
LB700	120151	First 5 Forever	\$644		\$5,655		\$5,655
LB707	120151	C/O MDB Dirran RTC E-Tech Upgrade	\$24,641		\$74,770		
		Total	\$119,441		\$157,559	\$47,000	\$9,533
Communities - Community Development							
CDOP18	120251	Community Safety Group	\$0		\$3,000		
CDOP05	120251	Community Events Programs	\$11,565		\$15,000		
CDOP04	120251	Balonne Community Calendar	\$77		\$7,500		
CDOP19	120251	Community Sponsorship Donation & Grants Program (including traffic management)	\$17,961		\$60,000		
LB707	120251	Celebrating Multicultural Queensland Program - Regional Partnerships	\$24,641	\$300,000	\$200,000		\$100,000
CDOP14	120251	Building Stronger Communities - TRAIC Grant -Tackling Reg Adversity	\$1,099		\$55,780		
CDOP06	120251	C/O MDBEP Dirranbandi Beautification Scheme	\$136,212		\$462,640		\$0
CDOP20	120251	Balonne Young Leaders Bursary	\$0		\$11,010		\$4,010
CDOP08	120251	Balonne in Step	\$83,624		\$150,000		\$147,900
CDOP4001	120251	WORK CAMP Program - Dirranbandi	\$0		\$30,000		
CDOP03	120251	Youth Council (PCYC project)	\$0		\$5,000		
CDOP02	120251	Chappy Program	\$0		\$10,000		
		Total	\$275,179	\$300,000	\$1,009,930	\$0	\$251,910
Communities - Arts and Culture							
ARTOP1	120351	RADF	\$4,274		\$5,000	\$5,000	
		Total	\$4,274		\$5,000	\$5,000	\$0
Communities - Visitor Information Services							
VICOP02	130151	VIC Volunteer Expenses	\$0		\$4,100		
		Total	\$0		\$4,100	\$0	\$0
Communities - Tourism Services							
TOP01	130351	Tourism and Events Donations/Assistance	\$7,448		\$63,000		
TOP02	130351	Tourism Marketing	\$15,033		\$26,000		
TOP04	130351	Shire Town Maps & Publications	\$0		\$5,200		
TOP05	130351	Recreation Vehicle Strategy Review	\$0		\$20,000		

Operational Projects 2020/21			YTD Actuals As At 1/2/2021	Total - Multi-Year Project Budget	Budget 20/21	Budget Review December	Funding 20/21
Work Order	GL Number	Description					
TOP06	130351	Shire Tourism Brochure	\$5,314		\$30,000		
TOP07	130351	C/O- Tourism & Events Strategy		\$ 55,000	\$17,680		
TOP09	130351	CO/- Welcome to Mate Marketing Campaign		\$ 20,000	\$7,260		
	130351	Events Strategy Grant see above			\$0	\$42,000	\$42,000
		Total	\$27,794		\$169,140	\$42,000	\$42,000
Economic Development							
EDOP05	140151	Subscriptions and Memberships	\$8,465		\$50,000		
EDOP02	140151	C/O- Murray-Darling Basin Economic Development Business Mentoring	\$102,521	\$ 499,100	\$460,000		\$139,100
EDOP01	140151	Bettering Balonne	\$0		\$5,000		
EDOP06	140151	Consultancy - Business Case for Investment Fund	\$0		\$40,000		
EDOP07	140151	Advocacy Program	\$0		\$10,000		
EDOP08	140151	Covid -Events and Conferences	\$264		\$5,000		\$20,000
EDOP08	140151	Sponsorship	\$264		\$5,000		
EDOP08	140151	Advertising	\$264		\$3,000		
EDOP08	140151	Marketing & Promotion	\$264		\$5,000		
EDOP09	140151	Marketing Collateral	\$0		\$3,000		
		Total	\$112,042		\$586,000	\$0	\$159,100
Finance And Corp Services							
FSCOP02	200149	Asset Valuations	\$0		\$8,000		
		Total	\$0		\$8,000	\$0	\$0
Information Technology							
ITOP03	250151	Telephone System ITOP03	\$1,014		\$2,500		
ITOP04	250151	Conferencing System	\$0		\$29,000	\$29,000	
ITOP05	250151	Magiq Upgrade	\$22,498		\$25,000	\$25,000	
ITOP06	250151	Replacement PCs (+ 1 for IS)	\$0		\$30,000	\$30,000	
ITOP07	250151	File Server Upgrade	\$0		\$4,500		
ITOP08	250151	WAN Upgrade to outlying depots & libraries	\$10,288		\$50,000		
ITOP09	250151	Replacement Mobile phones (NB CEO Office x 2?)	\$1,864		\$9,000		
ITOP02	250151	C/O ICT Strategy Review	\$0		\$8,000		
		Total	\$35,664		\$158,000	\$84,000	\$0
Information Technology - Digital Connectivity							
DCOP01	250351	C/O - MDB- EDP Digital Connectivity Project	\$276,809	\$ 1,000,000	\$910,940		\$80,000
DCOP02	250351	C/O BOR 4 DSDMIP Digital Connectivity Project (Grant)	\$249,605	\$ 1,000,000	\$613,166		\$500,000
		Total	\$526,413		\$1,524,106	\$0	\$580,000
Environment - Planning & Development							
PDOPO2	300152	Native Title/ILUA Briefing	\$2,568		\$2,600	\$2,600	
		Total	\$2,568		\$2,600	\$2,600	\$0
Waste Management							
WMOP7	310251	Waste Direction Strategy for Landfills	\$0		\$50,000		\$50,000
		Total	\$0		\$50,000	\$0	\$50,000
Rural Services - Wild Dogs Exclusion Fencing Expenses							
WDP702	320350	C/O Wild Dog Exclusion Fencing REDP - Strategic Fencing Project 9	\$0	\$ 733,100	\$146,700		\$146,700
		Total	\$0		\$146,700	\$0	\$146,700
Rural Services - Wild Dogs Exclusion Fencing Projects							
WDPOP3	320151	C/O Wild Dog Exclusion Fence - CCWI - Round 1	\$69,973	\$ 800,000	\$306,500		
WDPOP10	320151	MDB EDP - WDEF Project	\$3,470,097	\$ 5,000,000	\$3,580,838		\$1,000,000
		Total	\$3,540,071		\$3,887,338	\$0	\$1,000,000
Rural Services - Wild Dogs Programs							
WDPOP4	320351	Maranoa & Moonie Weeds Management - External Contractor	\$111,577		\$191,247		\$191,247
WDPOP8	320351	Stock Routes - Diamond Tank - Desilt Dam and Compact with Bentonite	\$0		\$15,000		\$15,000

Operational Projects 2020/21			YTD Actuals As At 1/2/2021	Total - Multi-Year Project Budget	Budget 20/21	Budget Review December	Funding 20/21
Work Order	GL Number	Description					
STOCK01	320351	Stock Routes - Bullawarrie - Replace existing Night Yard & Asset Protection Yard	\$14,822		\$12,500		\$12,500
STOCK02	320351	Stock Routes - Glencoe - Replace existing Night Yard & Asset Protection Yard	\$9,958		\$10,000		\$10,000
STOCK03	320351	Stock Routes - Mundalee - Requires new Asset Protection Yard	\$0		\$3,000		\$3,000
STOCK04	320351	Stock Routes - Vincents Valley (Wild Horse) - Replacement of trough, reconnection and removal	\$3,039		\$2,500		\$2,500
STOCK05	320351	Burgorah Water Facility/Reserve Stage 2	\$0		\$25,000		\$25,000
		Total	\$139,397		\$259,247	\$0	\$259,247
Health - Natural Environment							
NEOP04	340351	C/O - Balonne Illegal Dumping Project	\$59,893	\$ 57,500	\$47,486		\$11,500
NEOP02	340351	Mosquito Management Program	\$4,188				
NEOP03	340351	Gravel pit signage Stage 2	\$0		\$6,000		
NEOP05	340351	C/O - Illegal Dumping Compliance Officer	\$13,003	\$ 129,460	\$115,362		\$77,676
		Total	\$77,084		\$168,848	\$0	\$89,176
Infrastructure - Transport Local Roads							
LROP03	400151	TMR Prequalifications	\$88,938		\$100,000		
LROP02	400151	C/O Gravel Pit Safety Management Systems and Training	\$0		\$30,000		
		Total	\$88,938		\$130,000	\$0	\$0
Infrastructure - Aerodrome							
APOP02	400551	St George Aerodrome Generator Exhaust System	\$0		\$3,000		
APOP03	400551	St George Aerodrome Safety Compliance Tree Trimming OLS	\$0		\$40,000		
APOP04	400551	St George Aerodrome Helipad Lighting	\$0		\$10,000		
APOP05	400551	Dirranbandi Aerodrome Subdivision Planning	\$1,992		\$40,000		
APOP06	400551	Dirranbandi Aerodrome Non Compliance Issues	\$0		\$15,000		
		Total	\$1,992		\$108,000	\$0	\$0
Infrastructure - Administration							
IAOP101	410552	Project Governance Framework - Identify Phase	\$0		\$60,000		
IAOP102	410552	Project Governance Framework - Select phase	\$15,529		\$50,000		
IAOP03	410552	W4Q Covid - Tourism Project	\$2,312				
IAOP04	410552	W4Q Covid - Community Projects	\$176,366				
IAOP02	410552	C/O Asset Management Strategy with SWRRTG	\$39,448	\$ 1,012,000	\$1,012,000		\$641,306
IAOP05	410552	Alternative Energy Initiative	\$33,885		\$50,000	\$50,000	
		Total	\$267,541		\$1,172,000	\$50,000	\$641,306
Infrastructure - Water							
WSOP01	420153	Bollards and Valves - Water Supply	\$6,838		\$15,000		
WSOP02	420153	Additional River Water Meter Reading	\$5,710		\$50,000		
WSOP03	420153	Dirranbandi Storm Water System Investigation	\$0		\$50,000		
WSOP04	420153	Mungindi Bore Business Case	\$0		\$120,000		\$120,000
WSOP05	420153	River Meter Replacement Programme	\$27,297		\$50,000		
		Total	\$39,846		\$285,000	\$0	\$120,000
Infrastructure - Waste Water							
SSOP01	420252	Bollon Sewer Condition Report	\$0		\$50,000		
SSOP02	420252	Sewerage, Groundwater Monitoring Bores (Water Quality Testing)	\$201		\$30,000		
SSOP03	420252	St George Pump Station 3 Rising Main Design	\$0		\$15,000		
		Total	\$201		\$95,000	\$0	\$0
Infrastructure - Parks & Gardens							
PGOP06	430151	C/O Bollon RV and Streetscaping Master Plan	\$10,684		\$20,000		
PGOP07	430151	C/O - DCP Internal Audit	\$0		\$3,000		\$3,000
PGOP08	430151	Tree Maintenance & Replacement of Dead Shire Trees	\$13,065		\$80,000		
PGOP09	430151	Tree Planting in Arthur Street (St George)	\$0		\$15,000		
PGOP10	430151	Thallon Street Tree Replacement	\$841		\$4,000		
PGOP11	430151	Bush Tucker Garden - Layout & Construct Finalisation	\$5,383		\$15,000		
PGOP12	430151	C/o St George River Foreshore Planning	\$0		\$20,000		

Operational Projects 2020/21				YTD Actuals As At 1/2/2021	Total - Multi-Year Project Budget	Budget 20/21	Budget Review December	Funding 20/21
Work Order	GL Number	Description						
PGOP13	430151	C/O St George CBD Planning		\$0		\$20,000		
PGOP14	430151	Thallon Christmas Lights		\$17,225		\$15,000		
PGOP15	430151	St George Christmas Lights		\$38,141		\$35,000		
PGOP16	430151	Bollon Christmas Lights		\$14,353		\$15,000		
PGOP17	430151	Dirranbandi Christmas Lights		\$14,130		\$15,000		
PGOP18	430151	C/O Beardmore Dam Master Plan		\$0		\$20,000		
PGOP01	430151	St George Projects		\$8,417				
PGOP02	430151	Rowden Park		\$1,344				
PGOP03	430151	Dirranbandi Projects		\$95				
PGOP04	430151	St George Parks Planning		\$33,993				
		Total		\$157,670		\$277,000	\$0	\$3,000
Infrastructure - Swimming Pools								
SPOP02	430351	Dirranbandi - Pool & Playground Bollards		\$0		\$8,000		
SPOP01	430351	Mdb-Dirranbandi Hot Baths-Project Mmen Where is the funding		\$4,707		\$875,000		
SROP02	430351	Rowden Park - Rainwater Tank NO BUDGET		\$0		\$7,500		
SROP03	430351	C/O Rowden Park Master Plan		\$0		\$15,000		
SROP04	430351	Dirranbandi Multi Purpose Sport Centre - Whiteboard & Chairs for meeting room		\$3,391		\$5,000		
		Total		\$8,098		\$910,500	\$0	\$0
Infrastructure - Showgrounds								
SGOP05	430353	St George Showgrounds Amenities Bore Water Connection		\$4,075		\$15,000		
SGOP04	430353	MDB EDP - Dirranbandi Showground		\$10,885				
		Total		\$14,960		\$15,000	\$0	\$0
Infrastructure - Plant & Equipment								
450151	450151	Floating Plant & Loose Tools		\$9,444		\$30,000		
		Total		\$9,444		\$30,000	\$0	\$0
Infrastructure - Fleet Software								
PEOP01	450152	C/O Fleet GPS		\$420				
PEOP02	450152	Fleet Software		\$873		\$50,000		
		Total		\$1,293		\$50,000	\$0	\$0
		Grand Total		\$5,446,212		\$11,294,068	\$270,600	\$3,351,972





## CONFIDENTIAL ITEMS

## INFORMATION REPORTS