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Doc ID No: A7125262

ITEM:

TITLE: MAYORAL MINUTE - CIVIC EVENTS POLICY

AUTHOR: MAYOR TERESA HARDING

EXECUTIVE SUMMARY

ANZAC day is a sacred day for all Australians. It is an important time to remember the sacrifices of those who have gone before us, those who have laid down their lives or suffered great hardship to protect Australians' way of life.

ANZAC Day is a day where our nation recognises the sacrifices that our veterans and serving members of the Australian Defence Force make.

By coming together as a community, we say to those who put duty to their nation ahead of their own personal safety and comforts, we say, "you matter, what you did matters, you are in our hearts."

Our local RAAF Base Amberley, is the largest air force base in Australia and for the past 81 years RAAF Base Amberley has played a major role in supporting and being home to squadrons; enabling the Air Force to become an expeditionary force across the world not only engaging in wars but undertaking a range of peace keeping and humanitarian missions.

The Base has expanded to include Army units and Navy personnel.
We are a proud garrison town, deeply connected to the men and women who have served our nation and ANZAC Day is an important day for the Ipswich community, as we unite to remember the sacrifice these men and women made for their country.

Council is currently working closely with 16 ANZAC Day commemorative service organisations to deliver 22 services in Booval, Brassall, Bundamba, Ebbw Vale, Goodna, Grandchester, Limestone Hill, Ipswich, Marburg, North Ipswich, One Mile, Pine Mountain, Redbank Plains, Rosewood, Springfield Central and Woodend.

Through recent community consultation, it has come to the attention of Council that some organisations will not conduct a march due to the requirements of Queensland Health's COVID Safe Events Framework.

It also came to our attention that council's Civic Events Policy does not explicitly include support for the range of ANZAC Day commemorative services in our city. This motion proposes a change to the policy in recognition of the undying spirit of the ANZACs, with its qualities of courage, mateship, and sacrifice, which continues to resonate and be relevant to our local identity.

This motion proposes to address the clear inadequacies in the current policy by establishing an ANZAC Day Commemorative Services grant program to be made available to organising committees this year and in the future, through an open and transparent process for the purpose of funding operational costs associated with the delivery of these events per guidelines which will be developed in consultation with Councillors.

RECOMMENDATION(S)

A. That section five 'Scope' of Council's Civic Events Policy be amended to include the following addition:

***ANZAC Day Commemorative Services: Provide support through community funding and in-kind support in line with the Community Funding and Support Policy*.**

B. That Council establishe a new ANZAC Day Commemorative Services funding and in-kind support grant program to be made available to organising committees this year and in the future, through an open and transparent process for the purpose of funding operational costs associated with the delivery of these events per guidelines to be developed in consultation with Councillors.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Proposed Civic Events Policy (tracked changes)
2.	Current Civic Events Policy adopted 2019
3.	ANZAC Day Commemoration Policy from 2016

IPSWICH CITY COUNCIL

Civic Events Policy

Version Control and Objective ID	Version No: 1	Objective ID: A5698328
Approved by Council on	25 March 2021	
Date of Review	25 March 2023	

1. Statement

Council delivers several civic and ceremonial events and functions, as well as other functions and receptions as the need arises. These events and functions foster positive relationships between the community and Council, connect the community in celebration, recognise and celebrate individual and community achievements, and promote community pride or spirit.

2. Purpose and Principles

This policy defines the civic event service delivery role of the City Events Team in the planning, coordination and execution of civic events.

3. Strategic Plan Links

This policy relates to Advance Ipswich Theme:

- Caring for the Community

4. Regulatory Authority

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- Ipswich City Council Long Term Community Plan (i2031)
- Ipswich City Council Corporate Plan 2017 – 2022
- Australian Citizenship Ceremonies Code 2019

5. Scope

This policy applies to

- Australia Day Awards: The awards recognises outstanding achievers in our community.
- Citizenship Ceremonies: An official ceremony delivered on behalf of the Department of Home Affairs where approved conferees are conferred as Australian Citizens. Citizenship Ceremonies are organised in accordance to the Australian Citizenship Ceremonies Code.
- ANZAC Day Parade: Provide operational assistance to The RSL (The Returned and Services League, Australia) at the main ANZAC Day parade and associated activity.
- ANZAC Day Commemorative Services: Provide support through community funding and in-kind support in line with the Community Funding and Support Policy.
- Other events to commemorate civic occasions: Approved by the Chief Executive Officer and the General Manager (Community, Cultural and Economic Development).

Mayor and councillors to attend civic events in an officiating capacity.

Mayor, Deputy Mayor, CEO and the Administrator are approved Presiding Officers for Citizenship Ceremonies.

6. Roles and Responsibilities

POSITION	RESPONSIBILITES
Community Events & Engagement Officer	• Comply with council policies • Briefing of Marketing and Media Services (if required) • Coordination of key stakeholders • Coordinate approvals • Planning and coordination of the event • Oversee event delivery • Manage allocated event budget • Coordination of debrief and provide feedback

7. Key Stakeholders

- Office of the Mayor – Executive Services - Coordination and Performance
- Councillor Support – Executive Services - Coordination and Performance

8. Monitoring and Evaluation

- Ensuring that any related protocol is correctly followed
- Ensuring council events are delivered within scope and budget.
- Ensuring council events are delivered to a high standard.
- Feedback from participants and/or attendees achieves a minimum 80% satisfaction.

9. Definitions

Civic event	An event that council is obligated to deliver to commemorate a major civic occasion
Council	Means Ipswich City Council
Councillors	Mayor and Councillors

10. Policy Owner

The General Manager (Community, Cultural and Economic Development) is the policy owner and the City Event Manager is responsible for authoring and reviewing this policy.

IPSWICH CITY COUNCIL

Civic Events Policy

Version Control and Objective ID	Version No: 1	Objective ID: A5698328
Approved by Council on	17 September 2019	
Date of Review	17 September 2023	

1. Statement

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City of Ipswich **POLICY**

ANZAC DAY COMMEMORATION POLICY	Document No: A5400186

1.1 Objectives:

The purpose of this policy is to define Ipswich City Council's involvement or participation at ANZAC Day Commemoration Services throughout the City of Ipswich.

1.2 Regulatory Authority:

- This *Local Government Act* 2009
- *Local Government Regulations* 2012
- Ipswich City Council 2011 – 2031 Long Term Community Plan (i2031)
- Ipswich City Council Corporate Plan 2017-2022
- Floral Tributes Policy

1.3 Policy Statement:

ANZAC Day is one of Australia's most important national commemorative occasions, marking the anniversary of the first major military action fought by Australian and New Zealand forces during the First World War.

Ipswich City Council is called upon to assist local RSL Branches with the organisation and support of many ANZAC Day Commemoration Services held throughout the City and attended by a significant number of residents.

The support as outlined in this policy demonstrates Council's commitment to helping bring the community together to commemorate this national day to honour our fallen servicemen and servicewomen, who paid the ultimate sacrifice.

1.4 Scope:

This Council policy in respect of ANZAC Day Commemorations is as follows:

- Council representative to attend ANZAC Day Commemoration Services where invited, on behalf of the City of Ipswich, and place a wreath.
- One wreath only is provided per ANZAC Day Service for joint placement, where more than one Council representative is attending.
- Council provides a book or other items, up to an individual cost of $30, on behalf of the City of Ipswich, to any primary and special schools within the city boundaries. Book to be accompanied by a letter signed by the CEO.
- Council provide organisational assistance to the RSL, in relation to the main ANZAC Day Parade and Public Commemoration Service, of which the Mayor performs the role of Chair.

1.5 Roles and responsibilities: This Policy applies to Councillors and relevant Council officers. **1.6 Definitions**: The Mayor is included where reference is made to *councillor* or *councillors.* **1.7 Policy Author:** The Corporate Governance Branch is responsible for reviewing this policy.
Date of review: 11 March 2019 **Date of Council resolution:** 3 April 1996 **Committee Reference and date:** Corporate Service Committee – 28 March 1996 **No. of resolution:** 34.01 **Date to be reviewed:** 11 March 2021

Doc ID No: A6919782

ITEM:

TITLE: MAYORAL MINUTE - APPOINTMENT OF ACTING CHIEF EXECUTIVE OFFICER

AUTHOR: MAYOR TERESA HARDING

RECOMMENDATION

Pursuant to Section 195 of the *Local Government Act 2009*, that Council:

A. Note the resignation of Chief Executive Officer, Mr David Farmer, effective from 9 April 2021.

B. Appoint Sonia Cooper as Acting Chief Executive Officer.

C. Authorises the Mayor to negotiate the terms of the engagement for the Acting Chief Executive Officer.

SUMMARY

The Chief Executive Officer of Ipswich City Council, Mr David Farmer, has tendered his resignation effective from 9 April 2021. On behalf of the community, Ipswich City Council thanks Mr Farmer for his service and wishes him all the best for his future role as Chief Executive Officer for Central Coast Council, New South Wales.

In due course and in accordance with Section 194 of the Local Government Act 2009, Council will undertake a recruitment process to appoint a suitably qualified Chief Executive Officer.

During the vacancy period and whilst recruitment is underway, Council will appoint Sonia Cooper as Acting Chief Executive Officer from the existing Executive Leadership Team. The period of tenure for this role is expected to be 4-6 months, contingent on the success appointment of a new Chief Executive Officer.

LEGISLATIVE AUTHORITY
Local Government Act 2009

195 Appointing an acting chief executive officer
A local government may appoint a qualified person to act as the chief executive officer during-

(a) any vacancy, or all vacancies, in the position; or
(b) any period, or all periods, when the chief executive officer is absent from duty or cannot, for another reason, perform the chief executive officer's responsibilities.

Doc ID No: A6920024

ITEM:

TITLE: MAYORAL MINUTE - RECRUITMENT OF CHIEF EXECUTIVE OFFICER

AUTHOR: MAYOR TERESA HARDING

RECOMMENDATION

Pursuant to Section 194 of the Local Government Act 2009, it is recommended that:

A. Council commence a process for the appointment of the Chief Executive Officer.

B. Council establish a Chief Executive Officer Recruitment Panel (the Panel) consisting of Mayor Teresa Harding, Cr Marnie Doyle, Cr Andrew Fechner, Cr Jacob Madsen and an independent member selected by the panel.

C. The process for the appointment of the Chief Executive Officer be managed by the Office of the Mayor and the selection panel, supported by Council's People and Culture team and appropriate external partners, as required, such as legal and other advisory services, to be funded from an appropriate cost centre.

D. Council authorise the engagement of a qualified executive recruitment partner by the Panel through a robust procurement process, supported by Council's Procurement team to be funded from an appropriate cost centre.

E. The Office of the Mayor and the selection panel liaise with the Department of State Development, Infrastructure, Local Government and Planning to ensure the appointment process meets the highest standards in accordance with legislative requirements.

F. The Panel be responsible for shortlisting candidates in consultation with the executive recruitment partner through a robust process.

G. The final selection and appointment process be determined by full Council.

SUMMARY

Following the resignation of Chief Executive Officer, Mr David Farmer, effective 9 April 2020; Council is required by Section 194 of the Local Government Act 2009 to appoint a qualified person to the role.

This motion proposes a robust executive recruitment governance framework and process to ensure Council is best placed to attract a suitably qualified and experienced Chief Executive Officer to lead Ipswich City Council.

Key elements of the proposed process include:

1. Establishing a Chief Executive Officer Recruitment Panel (the Panel) comprising of Mayor Teresa Harding, Cr Marnie Doyle, Cr Andrew Fechner, Cr Jacob Madsen and an independent member selected by the panel.

The composition of this panel ensures broad representation of councillors and will enable a robust and efficient recruitment process.

2. To support the process, Council will engage a qualified executive recruitment partner through a robust procurement process and Council may also seek legal and other advisory services as required to support the Panel.

This will ensure Council and the Panel is best placed to deliver a robust process that meets the highest standards and complies with relative legislative requirements.

3. The Panel will conduct an initial selection process to identify, interview and shortlist suitable candidates. After initial Panel interviews are conducted, a final recommended shortlist will be brought to Council for consideration.

This multi-stage process enables efficient shortlisting by a professionally supported and concentrated panel. The panel will also provide regular updates to Councillors on the progress of the process. The ultimate appointment decision will be by full Council.

Once Council selects a successful candidate, it will resolve to appoint that candidate at a meeting of Council and delegate to the Mayor the responsibility of negotiating the terms of employment, in consultation with the Panel.

LEGISLATIVE AUTHORITY
Local Government Act 2009

194 Appointing a chief executive officer

(1) A local government must appoint a qualified person to be its chief executive officer.
(2) A person is qualified to be the chief executive officer if the person has the ability, experience, knowledge and skills that the local government considers appropriate, having regard to the responsibilities of a chief executive officer.
(3) A person who is appointed as the chief executive officer must enter into a written contract of employment with the local government.
(4) The contract of employment must provide for-
    (a) the chief executive officer to meet performance standards set by the local government; and
    (b) the chief executive officer's conditions of employment (including remuneration).

2020-2021 Budget
Statement of Income and Expenditure

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000
Income			
Operating Revenue			
Differential General Rates	187,946	194,333	201,459
Utility and Other Charges	37,457	38,762	40,319
less Discounts and Remissions	(11,614)	(11,780)	(12,002)
Net Rates, Levies and Charges	213,789	221,315	229,776
Fees and Charges	29,614	28,243	31,610
Interest and Investment Revenue	2,035	1,906	1,994
Sales Revenue	3,526	3,648	3,792
Other Income	33,511	35,760	35,430
Grants, Subsidies, Contributions and Donations	12,700	13,054	13,388
Total Operating Revenue	**295,175**	**303,926**	**315,990**
Capital Revenue			
Grants, Subsidies, Contributions and Donations	15,745	7,079	7,048
Developer Donated Assets	67,685	69,716	71,518
Developer Cash Contributions	18,565	26,536	24,684
Capital Loss on Disposal	(7,000)	-	(4,856)
Total Income	**390,170**	**407,257**	**414,384**
Expenses			
Operating Expenses			
Employee Benefits	108,770	110,223	113,305
Materials and Services	99,512	97,525	96,449
Finance Costs	17,509	12,005	11,209
Depreciation and Amortisation	79,143	80,448	83,296
Other Expenses	7,999	9,193	8,984
Total Expenses	**312,933**	**309,394**	**313,243**
Net Result	**77,237**	**97,863**	**101,141**
Operating Result			
Operating Revenue	295,175	303,926	315,990
Operating Expenses	312,933	309,394	313,243
Operating Result	**(17,758)**	**(5,468)**	**2,747**

2020-2021 Budget
Statement of Financial Position

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000
Assets			
Current Assets			
Cash and Cash Equivalents	137,788	96,706	89,734
Receivables	24,496	25,260	26,406
Inventories	1,314	1,371	1,442
Other Current Assets	3,999	4,081	4,167
Non-Current Assets Held for Sale	20,650	-	-
Total Current Assets	188,247	127,418	121,749
Non-Current Assets			
Investments	325,994	325,994	314,725
Property, Plant & Equipment	2,884,485	3,034,529	3,110,142
Intangible Assets	23,898	29,268	36,210
Total Non-Current Assets	3,234,377	3,389,791	3,461,077
Total Assets	**3,422,624**	**3,517,209**	**3,582,826**
Liabilities			
Current Liabilities			
Payables	22,051	23,855	24,527
Borrowings	37,443	76,078	44,848
Provisions	31,052	24,406	25,108
Other Current Liabilities	1,408	1,510	1,767
Total Current Liabilities	**91,954**	**125,849**	**96,250**
Non-Current Liabilities			
Payables	23	23	23
Borrowings	357,890	320,630	314,611
Provisions	2,651	2,738	2,832
Other Non-Current Liabilities	1,793	1,793	1,793
Total Non-Current Liabilities	**362,357**	**325,184**	**319,259**
Total Liabilities	**454,311**	**451,033**	**415,509**
Net Community Assets	**2,968,313**	**3,066,176**	**3,167,317**
Community Equity			
Asset Revaluation Surplus	538,786	538,786	538,786
Accumulated Surplus	2,429,527	2,527,390	2,628,531
Total Community Equity	**2,968,313**	**3,066,176**	**3,167,317**

2020-2021 Budget
Statement of Cash Flows

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000
Cash Flows from Operating Activities			
Receipts from Customers	278,942	288,205	299,463
Payments to Suppliers and Employees	(230,454)	(215,239)	(218,148)
Interest Revenue	2,035	1,906	1,994
Non-Capital Grants, Subsidies and Contributions	12,700	13,048	13,388
Borrowing Costs	(12,180)	(11,161)	(10,332)
Other Cash Flows from Operating Activities	(765)	(7,439)	(157)
Net Cash Flow from Operating Activities	**50,278**	**69,320**	**86,208**
Cash Flows from Operating Activities			
Payments for property, plant and equipment	(190,059)	(161,783)	(131,631)
Payments for intangible assets	(3,686)	(9,690)	(11,960)
Proceeds from Property, Plant and equipment	5,049	25,978	44,402
Grants, Subsidies, Contributions and Donations	34,310	33,615	31,732
Other Cash Flows from Investing Activities	(4,282)	102	11,526
Net Cash Flows from Investing Activities	**(158,668)**	**(111,778)**	**(55,931)**
Cash Inflows from Financing Activities			
Proceeds from Borrowings	102,843	40,000	40,000
Repayment of Borrowings	(56,580)	(38,504)	(77,129)
Repayments made on Finance Leases	(120)	(120)	(120)
Net Cash Flows from Financing Activities	**46,143**	**1,376**	**(37,249)**
Net Increase/(Decrease) for the year	(62,247)	(41,082)	(6,972)
Opening Cash and Cash Equivalents	200,035	137,788	96,706
Closing Cash and Cash Equivalents	**137,788**	**96,706**	**89,734**

2020-2021 Budget
Statement of Changes in Equity

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000
Balance at Beginning of Year			
Accumulated surplus'	2,352,290	2,429,527	2,527,390
Asset revaluation reserve	538,786	538,786	538,786
Total Community Equity	**2,891,076**	**2,968,313**	**3,066,176**
Net Result for the Period			
Accumulated surplus'	77,237	97,863	101,141
Asset revaluation reserve	-	-	-
Total Community Equity	**77,237**	**97,863**	**101,141**
Asset Revaluation Adjustments			
Accumulated surplus'	-	-	-
Asset Revaluation reserve	-	-	-
Total Community Equity	**-**	**-**	**-**
Balance at End of Period			
Accumulated surplus'	2,429,527	2,527,390	2,628,531
Asset revaluation reserve	538,786	538,786	538,786
TOTAL COMMUNITY EQUITY	**2,968,313**	**3,066,176**	**3,167,317**

2020-2021 Long Term Financial Forecast
Statement of Income and Expenditure

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000	2023-2024 Estimated $'000	2024-2025 Estimated $'000	2025-2026 Estimated $'000	2026-2027 Estimated $'000	2027-2028 Estimated $'000	2028-2029 Estimated $'000	2029-2030 Estimated $'000
Income										
Operating Revenue										
Differential General Rates	187,946	194,333	201,459	209,491	218,638	228,239	238,319	248,904	260,023	271,705
Utility and Other Charges	37,457	38,762	40,319	42,111	44,115	46,223	48,440	50,773	53,228	55,812
less Discounts and Remissions	(11,614)	(11,780)	(12,002)	(12,270)	(12,575)	(12,885)	(13,198)	(13,515)	(13,836)	(14,161)
Net Rates, Levies and Charges	213,789	221,315	229,776	239,332	250,178	261,577	273,561	286,162	299,415	313,356
Fees and Charges	29,614	28,243	31,610	35,714	39,435	39,643	39,957	41,891	43,922	46,054
Interest and Investment Revenue	2,035	1,906	1,994	2,076	2,477	2,814	3,252	3,823	4,268	4,645
Sales Revenue	3,526	3,648	3,792	3,959	4,145	4,341	4,547	4,764	4,992	5,232
Other Income	33,511	35,760	35,430	35,430	35,734	36,706	37,723	38,789	39,906	41,076
Grants, Subsidies, Contributions and Donations	12,700	13,054	13,388	13,751	14,141	14,550	14,979	15,429	15,900	16,394
Total Operating Revenue	**295,175**	**303,926**	**315,990**	**330,262**	**346,110**	**359,631**	**374,019**	**390,858**	**408,403**	**426,757**
Capital Revenue										
Grants, Subsidies, Contributions and Donations	15,745	7,079	7,048	7,480	7,587	7,675	7,765	4,875	4,986	5,098
Developer Donated Assets	67,685	69,716	71,518	73,666	75,510	77,775	80,108	82,511	85,000	95,000
Developer Cash Contributions	18,565	26,536	24,684	27,387	28,484	29,315	30,326	35,097	36,000	37,000
Capital Loss on Disposal	(7,000)	-	(4,856)	-	-	-	-	-	-	-
Total Income	**390,170**	**407,257**	**414,384**	**438,795**	**457,691**	**474,396**	**492,218**	**513,341**	**534,389**	**563,855**
Expenses										
Operating Expenses										
Employee Benefits	108,770	110,223	113,305	117,135	121,450	125,959	130,482	135,213	140,163	145,343
Materials and Services	99,512	97,525	96,449	98,874	99,565	104,287	106,255	112,531	113,982	120,971
Finance Costs	17,509	12,005	11,209	10,233	9,415	8,544	7,506	7,367	7,581	8,021
Depreciation and Amortisation	79,143	80,448	83,296	85,154	86,711	87,791	89,142	87,669	91,680	96,819
Other Expenses	7,999	9,193	8,984	9,313	9,676	10,057	10,457	10,878	11,320	11,785
Total Expenses	**312,933**	**309,394**	**313,243**	**320,709**	**326,817**	**336,638**	**343,842**	**353,658**	**364,726**	**382,939**
Net Result	**77,237**	**97,863**	**101,141**	**118,086**	**130,874**	**137,758**	**148,376**	**159,683**	**169,663**	**180,916**
Operating Result										
Operating Revenue	295,175	303,926	315,990	330,262	346,110	359,631	374,019	390,858	408,403	426,757
Operating Expenses	312,933	309,394	313,243	320,709	326,817	336,638	343,842	353,658	364,726	382,939
Operating Result	**(17,758)**	**(5,468)**	**2,747**	**9,553**	**19,293**	**22,993**	**30,177**	**37,200**	**43,677**	**43,818**

2020-2021 Long Term Financial Forecast
Statement of Financial Position

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000	2023-2024 Estimated $'000	2024-2025 Estimated $'000	2025-2026 Estimated $'000	2026-2027 Estimated $'000	2027-2028 Estimated $'000	2028-2029 Estimated $'000	2029-2030 Estimated $'000
Assets										
Current Assets										
Cash and Cash Equivalents	137,788	96,706	89,734	95,883	109,704	114,650	131,173	140,403	143,246	143,838
Receivables	24,496	25,260	26,406	27,674	29,092	30,177	31,327	32,619	34,160	35,685
Inventories	1,314	1,371	1,442	1,526	1,622	1,724	1,833	1,949	2,071	2,202
Other Current Assets	3,999	4,081	4,167	4,257	4,350	4,448	4,551	4,658	4,769	4,886
Non-Current Assets Held for Sale	20,650	-	-	-	-	-	-	-	-	-
Total Current Assets	188,247	127,418	121,749	129,340	144,768	150,999	168,884	179,629	184,246	186,611
Non-Current Assets										
Investments	325,994	325,994	314,725	314,725	314,725	314,725	314,725	314,725	314,725	314,725
Property, Plant & Equipment	2,884,485	3,034,529	3,110,142	3,209,536	3,320,729	3,438,781	3,550,411	3,696,174	3,867,262	4,058,411
Intangible Assets	23,898	29,268	36,210	43,629	45,082	46,764	48,280	49,271	49,800	49,742
Total Non-Current Assets	3,234,377	3,389,791	3,461,077	3,567,890	3,680,536	3,800,270	3,913,416	4,060,170	4,231,787	4,422,878
Total Assets	**3,422,624**	**3,517,209**	**3,582,826**	**3,697,230**	**3,825,304**	**3,951,269**	**4,082,300**	**4,239,799**	**4,416,033**	**4,609,489**
Liabilities										
Current Liabilities										
Payables	22,051	23,855	24,527	25,582	26,633	27,983	29,152	30,634	31,933	33,575
Borrowings	37,443	76,078	44,848	48,858	53,238	44,052	34,130	34,981	34,291	36,529
Provisions	31,052	24,406	25,108	26,020	26,973	27,968	28,967	30,012	31,106	32,250
Other Current Liabilities	1,408	1,510	1,767	2,004	2,225	2,333	2,446	2,564	2,689	2,820
Total Current Liabilities	**91,954**	**125,849**	**96,250**	**102,464**	**109,069**	**102,336**	**94,695**	**98,191**	**100,019**	**105,174**
Non-Current Liabilities										
Payables	23	23	23	23	23	23	23	23	23	23
Borrowings	357,890	320,630	314,611	304,594	295,062	289,869	280,032	274,213	278,811	286,044
Provisions	2,651	2,738	2,832	2,953	3,080	3,213	3,346	3,485	3,630	3,782
Other Non-Current Liabilities	1,793	1,793	1,793	1,793	1,793	1,793	1,793	1,793	1,793	1,793
Total Non-Current Liabilities	**362,357**	**325,184**	**319,259**	**309,363**	**299,958**	**294,898**	**285,194**	**279,514**	**284,257**	**291,642**
Total Liabilities	**454,311**	**451,033**	**415,509**	**411,827**	**409,027**	**397,234**	**379,889**	**377,705**	**384,276**	**396,816**
Net Community Assets	**2,968,313**	**3,066,176**	**3,167,317**	**3,285,403**	**3,416,277**	**3,554,035**	**3,702,411**	**3,862,094**	**4,031,757**	**4,212,673**
Community Equity										
Asset Revaluation Surplus	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786
Accumulated Surplus	2,429,527	2,527,390	2,628,531	2,746,617	2,877,491	3,015,249	3,163,625	3,323,308	3,492,971	3,673,887
Total Community Equity	**2,968,313**	**3,066,176**	**3,167,317**	**3,285,403**	**3,416,277**	**3,554,035**	**3,702,411**	**3,862,094**	**4,031,757**	**4,212,673**

2020-2021 Long Term Financial Forecast
Statement of Cash Flows

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000	2023-2024 Estimated $'000	2024-2025 Estimated $'000	2025-2026 Estimated $'000	2026-2027 Estimated $'000	2027-2028 Estimated $'000	2028-2029 Estimated $'000	2029-2030 Estimated $'000
Cash Flows from Operating Activities										
Receipts from Customers	278,942	288,205	299,463	313,165	328,075	341,182	354,639	370,316	386,694	404,193
Payments to Suppliers and Employees	(230,454)	(215,239)	(218,148)	(224,147)	(229,520)	(238,828)	(245,947)	(257,059)	(264,079)	(276,372)
Interest Revenue	2,035	1,906	1,994	2,076	2,477	2,814	3,252	3,823	4,268	4,645
Non-Capital Grants, Subsidies and Contributions	12,700	13,048	13,388	13,751	14,141	14,550	14,979	15,428	15,900	16,394
Borrowing Costs	(12,180)	(11,161)	(10,332)	(9,318)	(8,456)	(7,540)	(6,455)	(6,266)	(6,427)	(6,811)
Other Cash Flows from Operating Activities	(765)	(7,439)	(157)	(174)	(190)	(200)	(211)	(222)	(235)	(247)
Net Cash Flow from Operating Activities	**50,278**	**69,320**	**86,208**	**95,353**	**106,527**	**111,978**	**120,257**	**126,020**	**136,121**	**141,802**
Cash Flows from Operating Activities										
Payments for property, plant and equipment	(190,059)	(161,783)	(131,631)	(111,241)	(122,997)	(129,181)	(121,847)	(151,768)	(178,063)	(192,980)
Payments for intangible assets	(3,686)	(9,690)	(11,960)	(13,006)	(7,137)	(7,215)	(7,345)	(7,540)	(7,735)	(7,930)
Proceeds from Property, Plant and equipment	5,049	25,978	44,402	5,946	6,288	6,645	7,013	7,396	7,500	8,000
Grants, Subsidies, Contributions and Donations	34,310	33,615	31,732	34,867	36,071	36,990	38,091	39,972	40,986	42,098
Other Cash Flows from Investing Activities	(4,282)	102	11,526	237	221	108	113	119	125	131
Net Cash Flows from Investing Activities	**(158,668)**	**(111,778)**	**(55,931)**	**(83,197)**	**(87,554)**	**(92,653)**	**(83,975)**	**(111,821)**	**(137,187)**	**(150,681)**
Cash Inflows from Financing Activities										
Proceeds from Borrowings	102,843	40,000	40,000	40,000	45,000	40,000	25,000	30,000	40,000	45,000
Repayment of Borrowings	(56,580)	(38,504)	(77,129)	(46,007)	(50,152)	(54,379)	(44,759)	(34,969)	(36,091)	(35,529)
Repayments made on Finance Leases	(120)	(120)	(120)	-	-	-	-	-	-	-
Net Cash Flows from Financing Activities	**46,143**	**1,376**	**(37,249)**	**(6,007)**	**(5,152)**	**(14,379)**	**(19,759)**	**(4,969)**	**3,909**	**9,471**
Net Increase/(Decrease) for the year	(62,247)	(41,082)	(6,972)	6,149	13,821	4,946	16,523	9,230	2,843	592
Opening Cash and Cash Equivalents	200,035	137,788	96,706	89,734	95,883	109,704	114,650	131,173	140,403	143,246
Closing Cash and Cash Equivalents	**137,788**	**96,706**	**89,734**	**95,883**	**109,704**	**114,650**	**131,173**	**140,403**	**143,246**	**143,838**

2020-2021 Long Term Financial Forecast
Statement of Changes in Equity

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000	2023-2024 Estimated $'000	2024-2025 Estimated $'000	2025-2026 Estimated $'000	2026-2027 Estimated $'000	2027-2028 Estimated $'000	2028-2029 Estimated $'000	2029-2030 Estimated $'000
Balance at Beginning of Year										
Accumulated surplus'	2,352,290	2,429,527	2,527,390	2,628,531	2,746,617	2,877,491	3,015,249	3,163,625	3,323,308	3,492,971
Asset revaluation reserve	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786
Total Community Equity	**2,891,076**	**2,968,313**	**3,066,176**	**3,167,317**	**3,285,403**	**3,416,277**	**3,554,035**	**3,702,411**	**3,862,094**	**4,031,757**
Net Result for the Period										
Accumulated surplus'	77,237	97,863	101,141	118,086	130,874	137,758	148,376	159,683	169,663	180,916
Asset revaluation reserve	-	-	-	-	-	-	-	-	-	-
Total Community Equity	**77,237**	**97,863**	**101,141**	**118,086**	**130,874**	**137,758**	**148,376**	**159,683**	**169,663**	**180,916**
Asset Revaluation Adjustments										
Accumulated surplus'	-	-	-	-	-	-	-	-	-	-
Asset Revaluation reserve	-	-	-	-	-	-	-	-	-	-
Total Community Equity	-	-	-	-	-	-	-	-	-	-
Balance at End of Period										
Accumulated surplus'	2,429,527	2,527,390	2,628,531	2,746,617	2,877,491	3,015,249	3,163,625	3,323,308	3,492,971	3,673,887
Asset revaluation reserve	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786	538,786
TOTAL COMMUNITY EQUITY	**2,968,313**	**3,066,176**	**3,167,317**	**3,285,403**	**3,416,277**	**3,554,035**	**3,702,411**	**3,862,094**	**4,031,757**	**4,212,673**

2020-2021 Long Term Financial Forecast
FINANCIAL RATIOS (as per Local Government Regulation 2012)

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000	2023-2024 Estimated $'000	2024-2025 Estimated $'000	2025-2026 Estimated $'000	2026-2027 Estimated $'000	2027-2028 Estimated $'000	2028-2029 Estimated $'000	2029-2030 Estimated $'000
Operating Surplus	-3.54%	-1.80%	0.87%	2.89%	5.57%	6.39%	8.07%	9.52%	10.69%	10.27%
(Net Result (excluding Capital items)) / Total Operating Revenue)										
This is an indicator of what extent to which revenues raised cover operational expenses only or are available for capital funding purposes. The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of total operating revenue.										
Net Financial Liabilities	90.14%	106.48%	92.97%	85.54%	76.35%	68.47%	56.42%	50.68%	48.98%	49.26%
(Total Liabilities less Current Assets / Total Operating Revenue)										
This is an indicator of the extent to which the net financial liabilities of a local government can be serviced by its operating revenues. A ratio greater than zero (positive) indicates that total financial liabilities exceed current assets. These net financial liabilities must be serviced using available operating revenues.										
Asset Sustainability	52.09%	85.87%	77.77%	78.77%	78.86%	84.75%	84.04%	91.16%	97.93%	101.07%
(Capex on replacement of assets / Depreciation Expense)										
This is an approximation of the extent to which the infrastructure assets managed by the local government are being replaced as these reach the end of their useful lives. Depreciation expense represents an estimate of the extent to which the infrastructure assets have been consumed in a period.										

2020-2021 Long Term Financial Forecast
OTHER FINANCIAL RATIOS (as determined by Council)

	2020-2021 Budget $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000	2023-2024 Estimated $'000	2024-2025 Estimated $'000	2025-2026 Estimated $'000	2026-2027 Estimated $'000	2027-2028 Estimated $'000	2028-2029 Estimated $'000	2029-2030 Estimated $'000
Operating Efficiency *(Operating Revenue / Operating Expenses)* This ratio provides an indication of Council's capacity to recover the cost of the day to day expenses of Council. This includes the consumption of Council's asset base through depreciation expense.	**0.97**	**0.98**	**1.01**	**1.03**	**1.06**	**1.07**	**1.09**	**1.11**	**1.12**	**1.11**
Debt Servicing *(I & R / Total Operating Revenue)* This ratio provides an indication of Council's capacity to service its outstanding loan borrowings.	**23.29%**	**16.34%**	**27.68%**	**16.75%**	**16.93%**	**17.22%**	**13.69%**	**10.55%**	**10.41%**	**9.92%**
Working Capital (-- : 1) *(Current Assets / Current Liabilities)* This ratio provides an indication of Council's ability to meet its short term obligations as they fall due. Budget estimates are within satisfactory ranges. Note : Current Liabilities are exclusive of liability for infrastructure Credits.	**2.05 : 1**	**1.01 : 1**	**1.26 : 1**	**1.26 : 1**	**1.33 : 1**	**1.48 : 1**	**1.78 : 1**	**1.83 : 1**	**1.84 : 1**	**1.77 : 1**
Return on Assets *(EBIT / Assets)* This ratio provides an indication of Council's efficiency in using its assets to generate earnings. (Where EBIT = Net Operating Result + interest expense + tax)	**0.05%**	**0.16%**	**0.37%**	**0.51%**	**0.73%**	**0.77%**	**0.90%**	**1.03%**	**1.13%**	**1.10%**

IPSWICH CITY COUNCIL

Debt Policy

Version Control and Objective ID	Version No:	Objective ID:
Approved by Council on		
Date of Review		

1. Statement

Council will utilise a debt management strategy, based on sound financial management guidelines, to undertake borrowings to fund capital expenditure.

2. Purpose and Principles

The purposes of establishing an annual debt policy are to:

- comply with legislative requirements;
- establish when borrowings will be made by council and for what purpose;
- provide a view of the city's long-term debt requirements;

3. Strategic Plan Links

This policy relates to:

- Listening, Leading and Financial Management

4. Regulatory Authority

Local Government Act 2009
Local Government Regulation 2012
Statutory Bodies Financial Arrangements Act 1982

5. Scope

In accordance with section 192 of the *Local Government Regulation 2012*, it is Council's intention to borrow only for growth/enhancement capital expenditure and commercial debt structures for its commercial business units. The authority to borrow is drawn from section 34 of the *Statutory Bodies Financial Arrangements Act 1982*.

Borrowings for the organisation are required by Business Units and Council Departments. These aspects of the organisation have different roles within the organisation and therefore different borrowing requirements.

Capital expenditure for the organisation is categorised into two different aspects, growth/enhancement and refurbishment. Borrowings required for growth/enhancement projects are calculated on a net basis. Net basis being the total value of those projects less any external funding such as developer cash contributions, donations, grants and subsidies. In addition to these external funding sources, Council may determine that growth/enhancement projects be funded, in part or in full, from other available cash surplus'.

The final determination of the borrowing requirements is based on an assessment of existing debt levels and the requirement to maintain a prudent level of cash for operating purposes and employee provisions.

All Ipswich City Council borrowings including existing loan balances are on either a principal and interest or interest only basis and have a maximum term to maturity of 20 years.

Loan borrowings including existing loan balances for strategic asset acquisitions are for projects that are intended to enhance the commercial business centres of the City. Loan borrowings including existing loan balances allocated to Council Departments are for growth/enhancement related projects and are required to meet the increasing service needs of Council's customers and the Ipswich community.

All external borrowings are from the Queensland Treasury Corporation (QTC). The rate of payment is dependent upon market conditions and other principles agreed to between QTC and the Ipswich City Council.

The overall position of debt for the Council for 2020-2021 is an increase of ~~$41.2~~ $46.8 million to ~~$385.4~~ $391 million from the previous level of $344.2 million. Table 1 reflects the estimated loan balances and movements for 2020-2021 and the next nine financial years.

In September 2020 the Queensland Government announced an opportunity for local governments to re-finance their existing debt portfolios. Table 1 reflects the net impacts of re-financing a portion of Council's existing debt portfolio, creating capacity to undertake re-financing, should Council choose to exercise this option.

6. Roles and Responsibilities

The Financial Branch will be responsible for undertaking periodic reviews of Council's borrowings in order to ensure the amount, terms and interest charged represent the optimum financial position for Council.

7. Key Stakeholders

Finance Branch - Corporate Services Department

8. Monitoring and Evaluation

- Council will continually evaluate its financing options to ensure it assesses the relative risks and benefits, including the performance of its finances.
- Council's long term financial model will provide the basis for the determination of funding options.
- The policy is to be reviewed annually in accordance with section 192 of the *Local Government Regulation 2012*.

9. Definitions

All definitions are as per the Local Government Act 2009 and the Local Government Regulation 2012.

10. Policy Owner

The General Manager (Corporate Services) is the policy owner and the Chief Financial Officer is responsible for authoring and reviewing this policy.

Table 1 - ESTIMATED LOAN BALANCES

LOAN LIABILITIES	2020-2021 Estimated $'000	2021-2022 Estimated $'000	2022-2023 Estimated $'000	2023-2024 Estimated $'000	2024-2025 Estimated $'000	2025-2026 Estimated $'000	2026-2027 Estimated $'000	2027-2028 Estimated $'000	2028-2029 Estimated $'000	2029-2030 Estimated $'000
Opening Balance	344,183	391,015	393,084	356,536	351,116	346,557	332,778	313,625	309,194	313,103
add New Borrowings	77,986	40,000	40,000	40,000	45,000	40,000	25,000	30,000	40,000	45,000
less Principal Repayments	31,154	37,931	76,548	45,420	49,559	53,779	44,153	34,431	36,091	35,530
Closing Balance	**391,015**	**393,084**	**356,536**	**351,116**	**346,557**	**332,778**	**313,625**	**309,194**	**313,013**	**322,573**
Borrowing Costs	12,132	11,120	10,296	9,289	8,434	7,524	6,445	6,263	6,427	6,811