



2016/17 Budget Strategic Resource Plan

SERVICING Ballarat

MAINTAINING Ballarat

BUILDING Ballarat

CLEAN Ballarat

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Strategic resource plan and financial performance indicators

1 Plan Development

Statutory requirements

“Section 125(1) of the Act requires councils to prepare a strategic resource plan and include this in the council plan”

Section 126 of the Act states that:

- the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives^x
- the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years^{xi}
- the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years^{xii}
- the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan^{xiii}
- council must review their strategic resource plan during the preparation of the council plan^{xiv}
- council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website.^{xv}

In preparing the strategic resource plan, councils should comply with the principles of sound financial management as prescribed in the Act^{xvi} being to:

- prudently manage financial risks relating to debt, assets and liabilities
- provide reasonable stability in the level of rate burden
- consider the financial effects of council decisions on future generations
- provide full, accurate and timely disclosure of financial information.

The strategic resource plan is the key medium-term financial plan produced by council on a rolling basis that summarises the resourcing forecasts of a council for at least four years and forms part of the council plan.

Resource planning is important for ensuring that a council remains sustainable in the long term.

The Ballarat City Council submitted a variation application to the rate cap set by the state government. The rate cap was set at 2.5%, Council submitted a variation application totalling 1.2%, containing the following components:

• Infrastructure funding	0.53%
• DCP funding	0.67%
Total	1.20%

On 31 May 2016, Council was notified by the Essential Services Commission that the rate cap variation application was not successful. The Essential Services Commission indicated that in the short term the Ballarat City Council had the financial capacity to deal with the issue presented to them. Council’s view has been to look to the long term to ensure the Council maintained financial sustainability whilst funding increasing funding for essential infrastructure works.

Rate Increase = 2.5%

The rate increase is the maximum increase allowed by the State Governments Rate Cap.

	<u>Assumptions:</u>			
	Inflation Rate:		2.5%	
	Rate Increase		2.5%	
	Future Rate Increase		2.5%	
	Future Growth		1.5%	
	Statutory Fees		1.0%	
	Fee Increase		2.5%	
	Employee Costs Increase:		3.0%	
	Material & Contracts increase:		3.0%	
	Other Expenses increase:		2.5%	
	Service Levels Increase/Growth Revenue		75.0%	
	CY Capital Growth		0.0%	
	Future Capital Growth		0.0%	

Comprehensive Income Statement					
For the four years ending 30 June 2020					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue:					
Rates and charges	98,170	103,879	108,034	112,356	116,850
Statutory fees and fines	3,294	3,518	3,553	3,589	3,625
User fees	25,239	25,046	25,422	25,803	26,190
Grants - operating	18,296	23,730	24,323	24,931	25,555
Grants - capital	35,154	2,000	2,050	2,101	2,154
Contributions - monetary	1,100	2,182	4,095	6,632	8,558
Contributions - non-monetary	13,359	20,572	20,553	17,958	15,953
Net gain/(loss) on disposal or property, infrastructure, plant and equipment	0	0	0	0	0
Other Income	2,701	2,323	2,381	2,441	2,502
Total income	197,313	183,250	190,411	195,810	201,386
Expense:					
Employee costs	56,110	57,894	59,643	61,446	63,302
Materials and services	61,942	63,413	66,546	69,820	73,246
Bad and doubtful debts	515	515	528	541	555
Depreciation and amortisation	32,649	32,649	32,649	32,649	32,649
Borrowing costs	1,848	2,343	2,433	2,759	3,490
Other Expense	1,124	1,379	1,413	1,449	1,485
Total expenses	154,188	158,193	163,212	168,664	174,727
Surplus/(deficit) for the year	43,125	25,057	27,199	27,146	26,658
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment/(decrement)	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures	0	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods	0	0	0	0	0
Total comprehensive result	43,125	25,057	27,199	27,146	26,658

Balance Sheet					
For the four years ending 30 June 2020					
	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	27,994	23,861	21,871	22,722	23,913
Trade and other receivables	8,828	9,347	9,888	10,449	11,034
Other financial assets	0	0	0	0	0
Inventories	0	0	0	0	0
Non-current assets classified as held for sale	0	0	0	0	0
Other assets	1,234	1,234	1,234	1,234	1,234
Total current assets	38,056	34,442	32,992	34,406	36,180
Non-current assets					
Trade and other receivables	164	164	164	164	164
Investments in associates and joint ventures	0	0	0	0	0
Property, infrastructure, plant & equipment	1,644,721	1,673,392	1,705,041	1,738,774	1,770,658
Investment property	7,591	7,591	7,591	7,591	7,591
Intangible assets	0	0	0	0	0
Total non-current assets	1,652,476	1,681,147	1,712,796	1,746,529	1,778,413
Total assets	1,690,532	1,715,589	1,745,788	1,780,935	1,814,593
Liabilities					
Current liabilities					
Trade and other payables	6,093	6,093	6,093	6,093	6,093
Trust funds and deposits	3,383	3,383	3,383	3,383	3,383
Provisions	12,239	12,239	12,239	12,239	12,239
Interest-bearing loans and borrowings	8,128	3,804	4,149	5,186	6,687
Total current liabilities	29,843	25,519	25,864	26,901	28,402
Non-current liabilities					
Provisions	3,135	3,135	3,135	3,135	3,135
Interest-bearing loans and borrowings	40,019	44,343	46,998	53,962	59,461
Total non-current liabilities	43,154	47,478	50,133	57,097	62,596
Total liabilities	72,997	72,997	75,997	83,997	90,998
Net assets	1,617,535	1,642,592	1,669,791	1,696,937	1,723,595
Equity					
Accumulated surplus	949,151	974,208	1,001,407	1,028,553	1,055,212
Reserves	668,384	668,384	668,384	668,384	668,384
Total equity	1,617,535	1,642,592	1,669,791	1,696,937	1,723,595

Statement of Changes in Equity				
For the four years ending 30 June 2020				
	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	1,617,535	949,151	663,088	5,296
Surplus/(deficit) for the year	25,057	25,057	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
Balance at end of the financial year	1,642,592	974,208	663,088	5,296
2018				
Balance at beginning of the financial year	1,642,592	974,208	663,088	5,296
Surplus/(deficit) for the year	27,199	27,199	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
Balance at end of the financial year	1,669,791	1,001,407	663,088	5,296
2019				
Balance at beginning of the financial year	1,669,791	1,001,407	663,088	5,296
Surplus/(deficit) for the year	27,146	27,146	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
Balance at end of the financial year	1,696,937	1,028,553	663,088	5,296
2020				
Balance at beginning of the financial year	1,696,937	1,028,553	663,088	5,296
Surplus/(deficit) for the year	26,658	26,658	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
Balance at end of the financial year	1,723,596	1,055,212	663,088	5,296

Statement of Capital Works					
For the four years ending 30 June 2020					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	652	2,233	945	1,870	3,620
Land improvements	0	0	0	0	0
Total land	652	2,233	945	1,870	3,620
Buildings	4,500	0	9,168	9,349	6,978
Heritage buildings	0	0	0	0	0
Building improvements	18,822	2,602	2,602	2,602	2,602
Leasehold improvements	0	0	0	0	0
Total buildings	23,322	2,602	11,770	11,951	9,580
Total property	23,974	4,835	12,715	13,821	13,200
Plant and equipment					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	3,357	3,485	3,567	3,651	3,738
Fixtures, fittings and furniture	1,506	0	0	0	0
Computers and telecommunications	1,603	1,837	1,871	1,906	1,942
Library books	371	371	371	371	371
Total plant and equipment	6,837	5,693	5,809	5,928	6,051
Infrastructure					
Roads	13,637	28,342	23,161	23,860	22,344
Bridges	210	210	210	210	210
Footpaths and cycleways	1,149	906	906	906	906
Drainage	1,540	1,251	1,251	1,251	1,251
Recreational, leisure and community facilities	22,110	4,503	4,615	4,731	4,849
Waste management	2,324	2,333	2,341	2,349	2,358
Parks, open space and streetscapes	2,657	1,064	1,085	1,106	1,128
Aerodromes	0	0	0	0	0
Off street car parks	0	0	0	0	0
Other infrastructure	18,093	12,567	12,583	12,595	12,608
Total infrastructure	61,720	51,176	46,152	47,008	45,654
Total capital works expenditure	92,531	61,704	64,676	66,757	64,905
Represented by:					
New asset expenditure	27,857	30,995	33,647	35,405	33,217
Asset renewal expenditure	23,458	21,880	22,063	22,251	22,442
Asset expansion expenditure	0	0	0	0	0
Asset upgrade expenditure	41,216	8,828	8,964	9,103	9,245
Total capital works expenditure	92,531	61,703	64,674	66,759	64,904

Statement of Cash Flows					
For the four years ending 30 June 2020					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	97,682	103,360	107,494	111,794	116,265
Statutory fees and fines	3,294	3,518	3,553	3,589	3,625
User fees	25,239	25,046	25,422	25,803	26,190
Grants - operating	18,296	23,730	24,323	24,931	25,555
Grants - capital	35,154	2,000	2,050	2,101	2,154
Contributions - monetary	1,100	1,081	2,961	5,464	7,355
Interest received	1,069	1,101	1,134	1,168	1,203
Trust funds and deposits taken	0	0	0	0	0
Other receipts	1,633	2,323	2,381	2,441	2,502
Net GST refund / payment	0	0	0	0	0
Employee costs	(60,875)	(60,373)	(62,184)	(64,050)	(65,971)
Materials and services	(57,178)	(60,934)	(64,005)	(67,216)	(70,577)
Trust funds and deposits repaid	0	0	0	0	0
Other payments	(1,639)	(1,894)	(1,941)	(1,990)	(2,040)
Net cash provided by/(used in) operating activities	63,775	38,958	41,188	44,034	46,260
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(99,794)	(41,132)	(44,120)	(48,799)	(48,951)
Proceeds from sale of property, infrastructure, plant and equipment	735	384	375	375	371
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0
Loan and advances made	0	0	0	0	0
Payments of loans and advances	0	0	0	0	0
Net cash provided by/ (used in) investing activities	(99,059)	(40,748)	(43,745)	(48,424)	(48,580)
Cash flows from financing activities					
Finance costs	(1,848)	(2,343)	(2,433)	(2,759)	(3,490)
Proceeds from borrowings	23,128	3,872	6,804	12,149	12,186
Repayment of borrowings	(8,128)	(3,872)	(3,804)	(4,149)	(5,186)
Net cash provided by/(used in) financing activities	13,152	(2,343)	567	5,241	3,510
Net increase/(decrease) in cash & cash equivalents	(22,132)	(4,133)	(1,990)	852	1,190
Cash and cash equivalents at the beginning of the financial year	50,126	27,994	23,861	21,871	22,722
Cash and cash equivalents at the end of the financial year	27,994	23,861	21,871	22,722	23,913

2016/17 Budget

For the four years ending 30 June 2020									
Summary of planned capital works expenditure									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2016/17									
Property									
Land	2,233	2,233	0	0	0	0	285	1,948	0
Land improvements	0	0	0	0	0	0	0	0	0
Total land	2,233	2,233	0	0	0	0	285	1,948	0
Buildings	0	0	0	0	0	0	0	0	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	2,602	0	2,602	0	0	0	0	2,602	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total buildings	2,602	0	2,602	0	0	0	0	2,602	0
Total property	4,835	2,233	2,602	0	0	0	285	4,550	0
Plant and equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,485	0	280	3,205	0	0	0	3,485	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,837	0	1,037	800	0	0	0	1,837	0
Library books	371	371	0	0	0	0	0	371	0
Total plant and equipment	5,693	371	1,317	4,005	0	0	0	5,693	0
Infrastructure									
Roads	28,342	16,383	9,806	2,153	0	2,000	8,389	17,953	0
Bridges	210	0	210	0	0	0	0	210	0
Footpaths and cycleways	906	0	646	260	0	0	0	906	0
Drainage	1,251	0	1,251	0	0	0	0	1,251	0
Recreational, leisure and community facilities	4,503	0	4,503	0	0	0	0	4,503	0
Waste management	2,333	0	333	2,000	0	0	0	2,333	0
Parks, open space and streetscapes	1,063	0	775	288	0	0	625	438	0
Aerodromes	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	12,567	12,008	437	122	0	0	11,898	669	0
Total infrastructure	51,175	28,391	17,961	4,823	0	2,000	20,912	28,263	0
Total capital works expenditure	61,703	30,995	21,880	8,828	0	2,000	21,197	38,506	0

For the four years ending 30 June 2020									
Summary of planned capital works expenditure									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2017/18									
Property									
Land	945	945	0	0	0	0	0	945	0
Land improvements	0	0	0	0	0	0	0	0	0
Total land	945	945	0	0	0	0	0	945	0
Buildings	9,168	9168	0	0	0	0	0	9,168	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	2,602	0	2602	0	0	0	0	2,602	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total buildings	11,770	9,168	2,602	0	0	0	0	11,770	0
Total property	12,715	10,113	2,602	0	0	0	0	12,715	0
Plant and equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,567	0	282	3285	0	0	0	3,567	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,871	0	1051	820	0	0	0	1,871	0
Library books	371	371	0	0	0	0	0	371	0
Total plant and equipment	5,809	371	1,333	4,105	0	0	0	5,809	0
Infrastructure									
Roads	23,161	11152	9831	2178	0	2,050	8,358	9,753	3,000
Bridges	210	0	210	0	0	0	0	210	0
Footpaths and cycleways	906	0	646	260	0	0	0	906	0
Drainage	1,251	0	1251	0	0	0	0	1,251	0
Recreational, leisure and community facilities	4,615	0	4615	0	0	0	0	4,615	0
Waste management	2,341	0	341	2000	0	0	0	2,341	0
Parks, open space and streetscapes	1,084	0	789	295	0	0	641	443	0
Aerodromes	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	12,580	12011	444	125	0	0	11,898	682	0
Total infrastructure	46,148	23,163	18,127	4,858	0	2,050	20,897	20,201	3,000
Total capital works expenditure	64,672	33,647	22,062	8,963	0	2,050	20,897	38,725	3,000

For the four years ending 30 June 2020									
Summary of planned capital works expenditure									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2018/19									
Property									
Land	1,870	1,870	0	0	0	0	0	1,870	0
Land improvements	0	0	0	0	0	0	0	0	0
Total land	1,870	1,870	0	0	0	0	0	1,870	0
Buildings	9,349	9,349	0	0	0	0	0	9,349	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	2,602	0	2,602	0	0	0	0	2,602	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total buildings	11,951	9,349	2,602	0	0	0	0	11,951	0
Total property	13,821	11,219	2,602	0	0	0	0	13,821	0
Plant and equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,651	0	284	3,367	0	0	0	3,651	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,907	0	1,066	841	0	0	0	1,907	0
Library books	371	371	0	0	0	0	0	371	0
Total plant and equipment	5,929	371	1,350	4,208	0	0	0	5,929	0
Infrastructure									
Roads	23,861	11,800	9,857	2,204	0	2,101	5,458	8,302	8,000
Bridges	210	0	210	0	0	0	0	210	0
Footpaths and cycleways	906	0	646	260	0	0	0	906	0
Drainage	1,251	0	1,251	0	0	0	0	1,251	0
Recreational, leisure and community facilities	4,731	0	4,731	0	0	0	0	4,731	0
Waste management	2,349	0	349	2,000	0	0	0	2,349	0
Parks, open space and streetscapes	1,106	0	803	303	0	0	657	449	0
Aerodromes	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	12,593	12,014	451	128	0	0	11,898	695	0
Total infrastructure	47,007	23,814	18,298	4,895	0	2,101	18,013	18,893	8,000
Total capital works expenditure	66,757	35,404	22,250	9,103	0	2,101	18,013	38,643	8,000

For the four years ending 30 June 2020									
Summary of planned capital works expenditure									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2019/20									
Property									
Land	3,620	3,620	0	0	0	0	0	3,620	0
Land improvements	0	0	0	0	0	0	0	0	0
Total land	3,620	3,620	0	0	0	0	0	3,620	0
Buildings	6,978	6,978	0	0	0	0	0	6,978	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	2,602	0	2,602	0	0	0	0	2,602	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total buildings	9,580	6,978	2,602	0	0	0	0	9,580	0
Total property	13,200	10,598	2,602	0	0	0	0	13,200	0
Plant and equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,737	0	286	3,451	0	0	0	3,737	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,942	0	1,080	862	0	0	0	1,942	0
Library books	371	371	0	0	0	0	0	371	0
Total plant and equipment	6,050	371	1,366	4,313	0	0	0	6,050	0
Infrastructure									
Roads	22,344	10,231	9,883	2,230	0	2,154	3,140	10,050	7,000
Bridges	210	0	210	0	0	0	0	210	0
Footpaths and cycleways	906	0	646	260	0	0	0	906	0
Drainage	1,251	0	1,251	0	0	0	0	1,251	0
Recreational, leisure and community facilities	4,849	0	4,849	0	0	0	0	4,849	0
Waste management	2,358	0	358	2,000	0	0	0	2,358	0
Parks, open space and streetscapes	1,128	0	818	310	0	0	673	455	0
Aerodromes	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	12,607	12,017	458	132	0	0	11,898	709	0
Total infrastructure	45,653	22,248	18,473	4,932	0	2,154	15,711	20,788	7,000
Total capital works expenditure	64,903	33,217	22,441	9,245	0	2,154	15,711	40,038	7,000

2016/17 Budget

Capital Works Program For the Year Ended 30 June 2017									
	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
2016/17	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land									
DCP-Land-WIK	2,233	2,233	0	0	0	0	286	1,947	0
Total land	2,233	2,233	0	0	0	0	286	1,947	0
Building improvements									
Facility Renewal Program	2,602	0	2,602	0	0	0	0	2,602	0
Total buildings	2,602	0	2,602	0	0	0	0	2,602	0
Total property	4,835	2,233	2,602	0	0	0	286	4,549	0
Plant and equipment									
Plant, machinery and equipment	3,205	0	0	3,205	0	0	0	3,205	0
Computers and telecommunications									
Desktop Replacement Program	477	0	477	0	0	0	0	477	0
Home carers - Hand Held PDA	51	0	51	0	0	0	0	51	0
Parking Meter Replacement Program	80	0	80	0	0	0	0	80	0
IT Infrastructure	510	0	510	0	0	0	0	510	0
IT System Development	800	0	0	800	0	0	0	800	0
Library books									
Library books	371	371	0	0	0	0	0	371	0
Total plant and equipment	5,494	371	1,118	4,005	0	0	0	5,494	0
Infrastructure									
Roads									
Federal Blackspot Funding	1,000	0	0	1000	0	1,000	0	0	0
Federal Roads to Recovery Funding	1,000	0	1,000	0	0	1,000	0	0	0
Major New Capital Road Projects	513	513	0	0	0	0	0	513	0
Major Rural Roads Infrastructure Works	1,235	0	1,235	0	0	0	0	1,235	0
Minor Road improvements /upgrades	1,153	0	0	1153	0	0	0	1,153	0
Road Renewal	7,569	0	7,569	0	0	0	0	7,569	0
DCP Construction	4,196	4,196	0	0	0	0	0	4,196	0
DCPConstruction - Council Commitment	3,285	3,285	0	0	0	0	0	3,285	0
DCPConstruction-WIK	8,388	8,388	0	0	0	0	8,388	0	0

2016/17 Budget

Capital Works Program For the Year Ended 30 June 2017									
		Asset Expenditure Types				Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
2016/17	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bridges									
Bridge Rehabilitation	210	0	210	0	0	0	0	210	0
Footpaths and cycleways									
Bicycle Paths	106	0	106	0	0	0	0	106	0
Bicycle Strategy Projects	260	0	0	260	0	0	0	260	0
Footpath Works	540	0	540	0	0	0	0	540	0
Drainage									
Drainage Projects	811	0	811	0	0	0	0	811	0
Kerb and channelling	440	0	440	0	0	0	0	440	0
Recreational, leisure and community facilities									
Lake Wendouree Infrastructure Works	100	0	100	0	0	0	0	100	0
BAC Programmable Assets & Equipment	200	0	200	0	0	0	0	200	0
Outdoor Pools	139	0	139	0	0	0	0	139	0
Recreation Capital Improvement Program	4,264	0	4,264	0	0	0	0	4,264	0
Waste management									
Landfill Upgrade	2,000	0	0	2000	0	0	0	2,000	0
Replacement Bins Program	333	0	333	0	0	0	0	333	0
Parks, open space and streetscapes									
Ballarat Botanical Gardens Program	60	0	60	0	0	0	0	60	0
City Entrances	162	0	162	0	0	0	0	162	0
Median Strip Landscaping Project	103	0	103	0	0	0	0	103	0
Parks Development Program	288	0	288	0	0	0	288	0	0
Playground Improvement Program	60	0	60	0	0	0	60	0	0
Playspace Planning Framework	277	0	0	277	0	0	277	0	0
Public Place Recycling	11	0	0	11	0	0	0	11	0
Street Irrigation Project	103	0	103	0	0	0	0	103	0

2016/17 Budget

Capital Works Program For the Year Ended 30 June 2017									
	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
2016/17	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other infrastructure									
Bus Shelter repair and replacement	160	0	160	0	0	0	0	160	0
Land Development Council Contribution	100	0	0	100	0	0	0	100	0
Monument Renewal Program	111	0	111	0	0	0	0	111	0
Public Art Program	111	111	0	0	0	0	0	111	0
School Crossing Supervisor Shelters	22	0	0	22	0	0	0	22	0
Street Furniture Renewal Program	166	0	166	0	0	0	0	166	0
Subdivision Contribution	11,898	11,898	0	0	0	0	11,898	0	0
Total infrastructure	51,374	28,391	18,160	4,823	0	2,000	20,911	28,463	0
Total capital works expenditure	61,703	30,995	21,880	8,828	0	2,000	21,197	38,506	0

Performance Indicators	Measure	Forecast	Budget	Strategic Resource Plan		
		Actual 2015/16	2016/17	Projections		
Indicator		2015/16	2016/17	2017/18	2018/19	2019/20
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-4.39%	0.19%	0.31%	0.27%	0.00%
Liquidity						
Working capital	Current assets / Current liabilities	128%	135%	128%	128%	127%
Unrestricted cash	Unrestricted cash / Current liabilities	82%	80%	71%	72%	72%
Obligations						
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	49%	46%	47%	53%	57%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	10%	6%	6%	6%	7%
Indebtedness	Non-current liabilities / Own source revenue	29%	30%	31%	34%	36%
Asset Renewal	Asset renewal expenses / Depreciation	72%	67%	68%	68%	69%
Stability						
Rates concentration	Rate revenue / Adjusted underlying revenue	66%	66%	66%	66%	67%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	1%	1%	1%	1%	1%
Efficiency						
Expenditure level	Total expenditure / no. property assessments	318%	321%	326%	332%	338%
Revenue level	Residential rate revenue / No. of residential property assessments	1,318	1,331	1,344	1,357	1,370
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	6.50%	6.10%	6.10%	6.10%	6.10%

Summary of planned human resource expenditure				
	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs - operating	56,371	59,236	62,246	65,407
Employee costs - capital	2,321	2,391	2,462	2,536
Total staff expenditure	58,692	61,627	64,708	67,943
	FTE	FTE	FTE	FTE
Staff numbers				
- Full Time	447.00	451.00	456.00	461.00
- Part Time	193.49	195.00	197.00	199.00
- Casual	11.86	11.86	11.86	11.86
Total staff numbers	652.35	657.86	664.86	671.86

Summary of planned human resource expenditure				
	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
CEO Policy and Support	5,132	5,286	5,445	5,608
Business Services	5,625	5,673	5,721	5,769
City Services	21,368	21,548	21,730	21,914
City Strategy	7,325	7,387	7,449	7,512
People and Communities	19,242	21,733	24,363	27,140
	58,692	61,627	64,708	67,943
	2016/17	2017/18	2018/19	2019/20
	FTE	FTE	FTE	FTE
CEO Policy and Support				
- Full Time	40.00	40.00	40.00	40.00
- Part Time	6.44	7.00	7.00	7.00
- Casual	0.58	1.00	1.00	1.00
	47.02	48.00	48.00	48.00
Business Services				
- Full Time	43.00	43.00	43.00	43.00
- Part Time	6.09	6.00	6.00	6.00
- Casual	0.00	0.00	0.00	0.00
	49.09	49.00	49.00	49.00
City Services				
- Full Time	224.00	225.00	229.00	233.00
- Part Time	34.18	35.00	35.00	35.00
- Casual	0.97	1.00	1.00	1.00
	259.15	261.00	265.00	269.00
City Strategy				
- Full Time	55.00	56.00	57.00	58.00
- Part Time	11.93	12.00	12.00	12.00
- Casual	5.34	5.00	5.00	5.00
	72.27	73.00	74.00	75.00
People and Communities				
- Full Time	85.00	86.00	87.00	88.00
- Part Time	134.85	136.00	137.00	138.00
- Casual	4.97	5.00	5.00	5.00
	224.82	227.00	229.00	231.00
	652.35	658.00	665.00	672.00

Loans	2015/16 \$'000	2016/17 \$'000	Change %
New borrowings (other than refinancing)	15,000,000	0	-100.0%
Amount to be redeemed	4,685,313	3,871,836	-17.4%
Amount borrowed as at 30 June	48,147,485	48,147,485	0.0%

Type of Property	2015/16 \$	2016/17 \$	Change \$
Rate in dollar:			
Residential	0.004350	0.004280	-1.6%
Commercial	0.010760	0.010948	1.7%
Industrial	0.011180	0.011494	2.8%
Farm	0.003045	0.002892	-5.0%
Rural residential	0.003914	0.003890	-0.6%
Recreational 1	0.003045	0.003160	3.8%
Recreational 2	0.011180	0.011460	2.5%
Special Charges:			
Bridge Mall Special Rate	0.004363	0.004811	10.3%
Service Charge:			
Waste Management Charge	\$ 284.00	\$ 292.56	3.0%
Green Waste Charge	\$ -	\$ 57.25	0.0%

Type of Property	2015/16 \$	2016/17 \$	Change \$
Rates:			
Residential	56,354,827	59,606,187	5.8%
Commercial	16,953,509	17,564,356	3.6%
Industrial	8,024,848	8,332,784	3.8%
Farm	1,623,480	1,648,670	1.6%
Rural residential	1,050,303	1,076,765	2.5%
Recreational 1	191,233	194,616	1.8%
Recreational 2	199,985	204,994	2.5%
Supplementary Rates	1,265,973	886,284	-30.0%
	85,664,158	89,514,655	4.5%
Special Charges:			
Bridge Mall Special Rate	320,060	320,000	0.0%
Service Charge:			
Waste Management Charge	12,064,888	12,686,440	5.2%
Green Waste Charge	-	1,831,900	0.0%
Total Rates and Charges:	98,049,106	104,352,996	6.4%

Type of Property	2015/16	2016/17	Change %
Assessments:			
Residential	43,687	45,239	3.6%
Commercial	2,156	2,197	1.9%
Industrial	1,437	1,488	3.5%
Farm	773	789	2.1%
Rural residential	612	611	-0.2%
Recreational 1	62	62	0.0%
Recreational 2	6	6	0.0%
Special Charges:			
Bridge Mall Special Rate	104	103	-1.0%
Service Charge:			
Waste Management Charge	41,673	43,364	4.1%
Green Waste Charge	-	32,000	0.0%
Type of Property	2015/16 \$	2016/17 \$	Change %
Valuations:			
Residential	12,955,132,620	13,926,679,205	7.5%
Commercial	1,575,604,925	1,604,343,780	1.8%
Industrial	717,786,005	724,968,160	1.0%
Farm	533,162,500	570,079,500	6.9%
Rural residential	268,345,250	276,803,375	3.2%
Recreational 1	62,802,430	61,587,230	-1.9%
Recreational 2	17,887,770	17,887,770	0.0%
	16,130,721,500	17,182,349,020	6.5%
Special Charges:			
Bridge Mall Special Rate	73,358,000	66,516,000	-9.3%

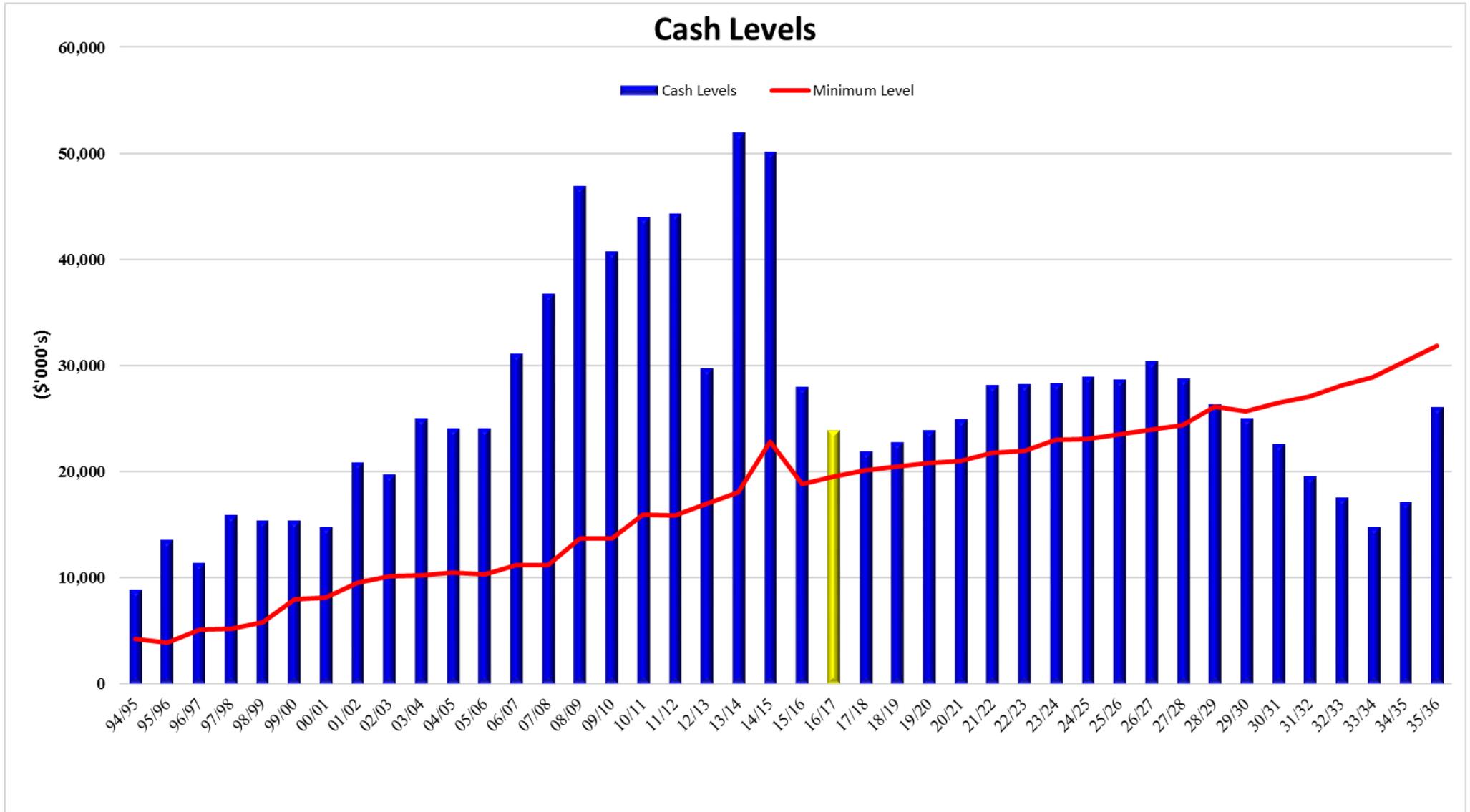
Grants	2015/16 \$	2016/17 \$'000	Change \$'000
Operating Grants:			
- Recurrent			
Fire Services Levy Grant	60	62	2
Victorian Grants Commission	12,056	12,056	0
Local Laws	224	240	16
Tourism, Arts & Culture	254	259	5
Community Care & Access	5,452	5,626	174
Family & Children Services	4,180	4,303	123
Emergency Management	77	77	0
Learning & Diversity	834	807	(27)
	23,137	23,430	293
- Non-Recurrent			
Major Projects & Communications	0	0	0
City Infrastructure	0	0	0
City Services	0	0	0
Strategic Planning	463	300	(163)
Governance & Information Services	0	0	0
Community Engagement	0	0	0
Learning & Diversity	0	0	0
Family & Children Services	0	0	0
Community Care & Access	0	0	0
Community Engagement	0	0	0
	463	300	(163)
	23,600	23,730	130
Capital Grants			
- Recurrent			
Federal Roads to Recovery	1,000	1,000	0
Federal Blackspot	1,000	1,000	0
	2,000	2,000	0
- Non-Recurrent			
Sebastopol Library	750	0	(750)
Lucas Community Hub	1,600	0	(1,600)
CE Brown Upgrade	2,500	0	(2,500)
Ballarat Sports & Events Centre Upgrade	9,000	0	(9,000)
Eureka Stadium AFL Upgrade	15,000	0	(15,000)
Refurbishment of Wendouree Library	220	0	(220)
Library - RFID	0	0	0
	29,070	0	-29,070
	31,070	2,000	-29,070

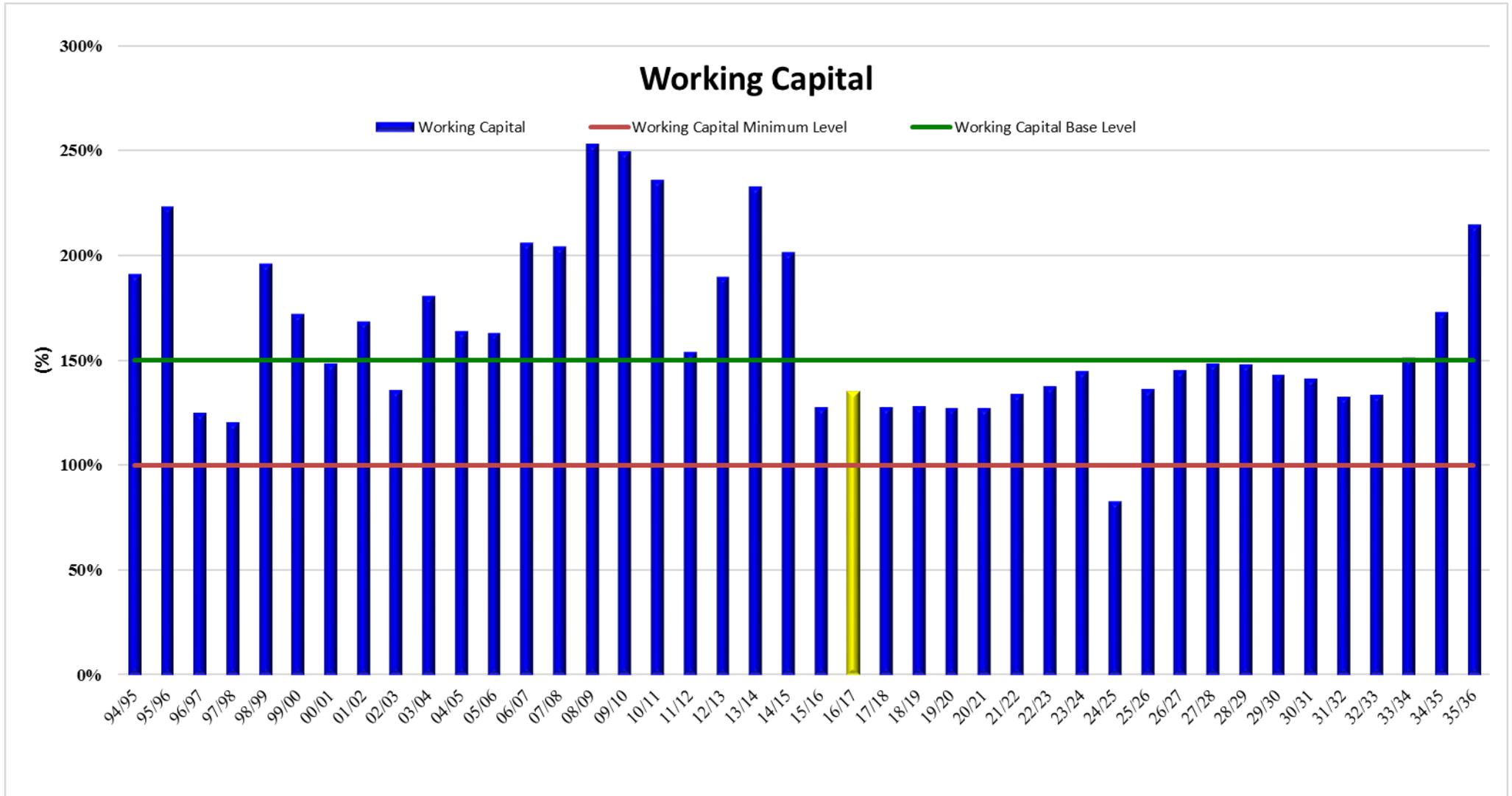
Risk Profile		Indicators						
Year	Rate %	Underlying Result %	Liquidity	Self Financing	Indebtedness	Investment Gap	Debt Levels	
	94/95	0.0%	Low	Low	High	Medium	High	High
	95/96	-20.0%	Low	Low	Medium	Medium	High	High
	96/97	1.4%	Medium	Medium	Medium	High	High	High
	97/98	2.9%	Medium	Medium	Medium	Low	High	High
	98/99	7.5%	Medium	Low	Medium	Low	High	High
	99/00	7.0%	Medium	Low	Medium	Low	High	High
	00/01	6.5%	Medium	Medium	Low	Low	Medium	High
	01/02	3.0%	Medium	Low	Low	Low	Medium	High
	02/03	6.0%	High	Medium	Low	Low	Medium	High
	03/04	6.5%	Medium	Low	Low	Low	Low	Medium
	04/05	3.0%	Medium	Low	Low	Low	Low	Medium
	05/06	5.5%	High	Low	Low	Low	Medium	Medium
	06/07	7.5%	Low	Low	Low	Low	Medium	Low
	07/08	7.5%	Low	Low	Low	Low	Low	Low
	08/09	5.5%	Low	Low	Low	Low	Medium	Low
	09/10	4.0%	Low	Low	Low	Low	Low	Low
	10/11	4.0%	Medium	Medium	Low	Low	Low	Low
	11/12	3.5%	Medium	Medium	Low	Low	Low	Low
	12/13	4.0%	Low	Low	Low	Low	Low	Low
	13/14	7.5%	Medium	Low	Low	Low	Low	Medium
	14/15	5.5%	Low	Low	Low	Low	Low	Low
Forecast	15/16	5.5%	Medium	Medium	Low	Low	Low	Medium
1	16/17	2.5%	Low	Medium	Low	Low	Low	Medium
2	17/18	2.5%	Low	Medium	Low	Low	Low	Medium
3	18/19	2.5%	Low	Medium	Low	Low	Low	Medium
4	19/20	2.5%	Medium	Medium	Low	Low	Low	Medium
5	20/21	2.5%	Medium	Medium	Low	Low	Low	Medium
6	21/22	2.5%	Medium	Medium	Low	Low	Low	Medium
7	22/23	2.5%	Medium	Medium	Low	Low	Low	Medium
8	23/24	2.5%	Medium	Medium	Low	Low	Low	Medium
9	24/25	2.5%	Low	High	Low	Low	Low	Medium
10	25/26	2.5%	Low	Medium	Low	Low	Low	Medium
11	26/27	2.5%	Low	Medium	Low	Low	Low	Low
12	27/28	2.5%	Low	Medium	Low	Low	Low	Low
13	28/29	2.5%	Low	Medium	Medium	Low	Low	Low
14	29/30	2.5%	Low	Medium	Medium	Low	Low	Low
15	30/31	2.5%	Low	Medium	Medium	Low	Low	Low
16	31/32	2.5%	Low	Medium	Medium	Low	Low	Low
17	32/33	2.5%	Low	Medium	Medium	Low	Low	Low
18	33/34	2.5%	Low	Low	Medium	Low	Low	Low
19	34/35	2.5%	Low	Low	Medium	Low	Low	Low
20	35/36	2.5%	Low	High	High	Low	Low	Low

Summary of planned human resource expenditure				
	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs - operating	56,371	59,236	62,246	65,407
Employee costs - capital	2,321	2,391	2,462	2,536
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- Part Time	193.49	195.00	197.00	199.00
- Casual	11.86	11.86	11.86	11.86
Total staff numbers	652.35	657.86	664.86	671.86

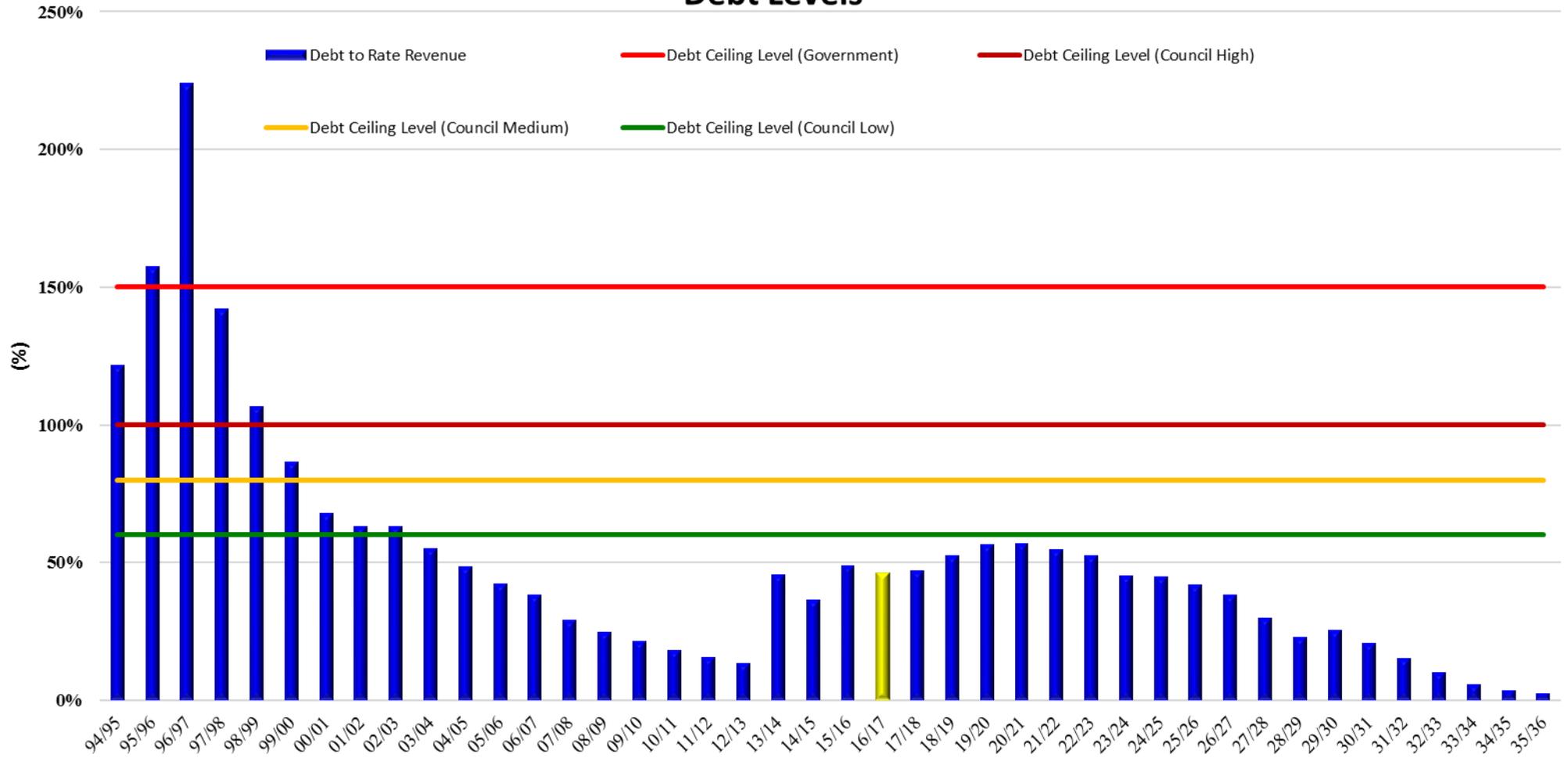
Summary of planned human resource expenditure				
	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
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City Services	21,368	21,548	21,730	21,914
City Strategy	7,325	7,387	7,449	7,512
People and Communities	19,242	21,733	24,363	27,140
	58,692	61,627	64,708	67,943
	2016/17	2017/18	2018/19	2019/20
	FTE	FTE	FTE	FTE
CEO Policy and Support				
- Full Time	40.00	40.00	40.00	40.00
- Part Time	6.44	6.50	6.57	6.64
- Casual	0.58	0.59	0.60	0.61
	47.02	47.09	47.17	47.25
Business Services				
- Full Time	43.00	43.00	43.00	43.00
- Part Time	6.09	6.15	6.21	6.27
- Casual	0.00	0.00	0.00	0.00
	49.09	49.15	49.21	49.27
City Services				
- Full Time	224.00	226.00	228.00	230.00
- Part Time	34.18	34.52	34.87	35.22
- Casual	0.97	0.98	0.99	1.00
	259.15	261.50	263.86	266.22
City Strategy				
- Full Time	55.00	56.00	57.00	58.00
- Part Time	11.93	12.05	12.17	12.29
- Casual	5.34	5.39	5.44	5.49
	72.27	73.44	74.61	75.78
People and Communities				
- Full Time	85.00	86.00	88.00	90.00
- Part Time	134.85	135.66	136.94	138.22
- Casual	4.97	5.02	5.07	5.12
	224.82	226.68	230.01	233.34
	652.35	657.86	664.86	671.86

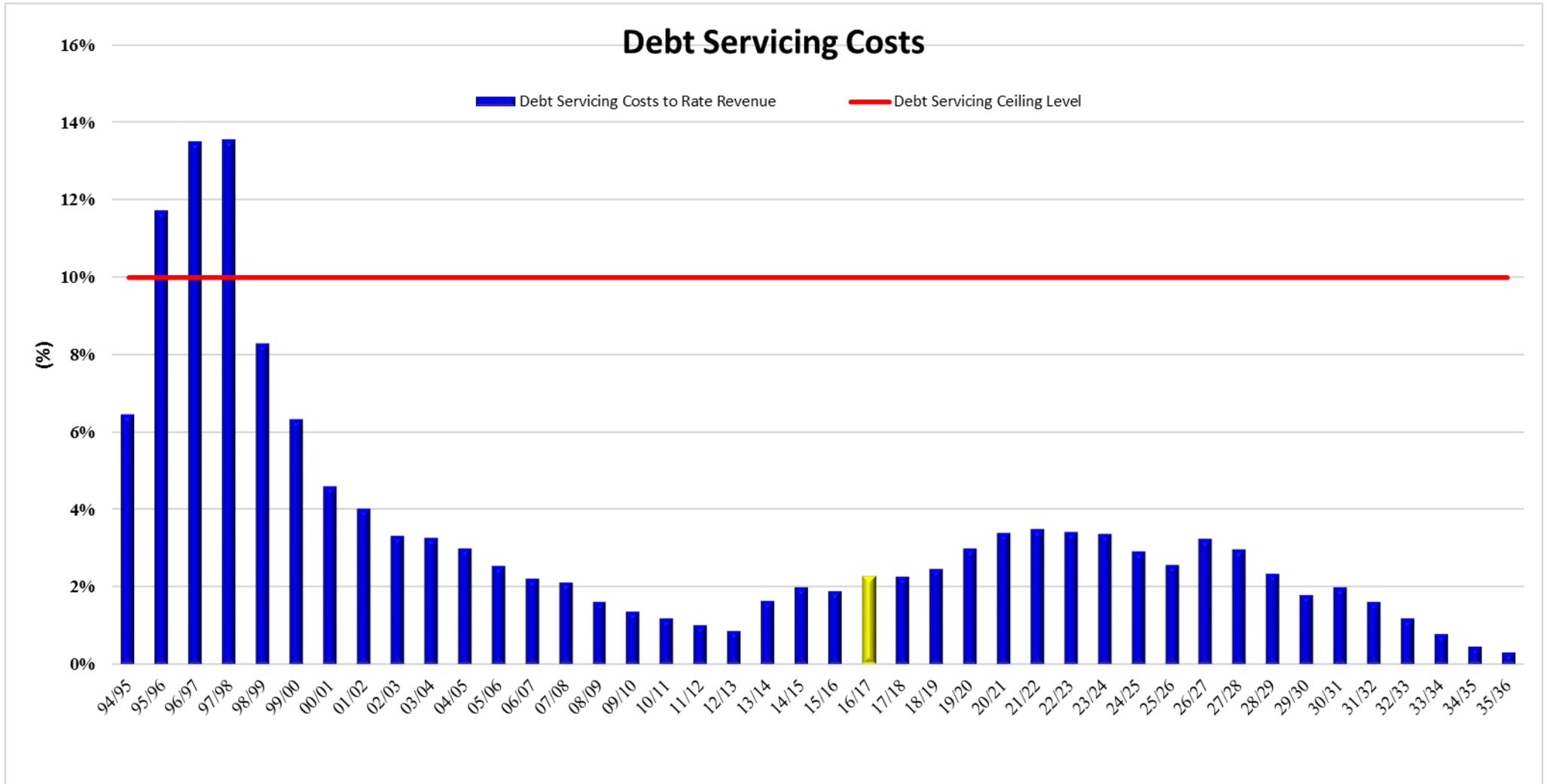
2016/17 Budget



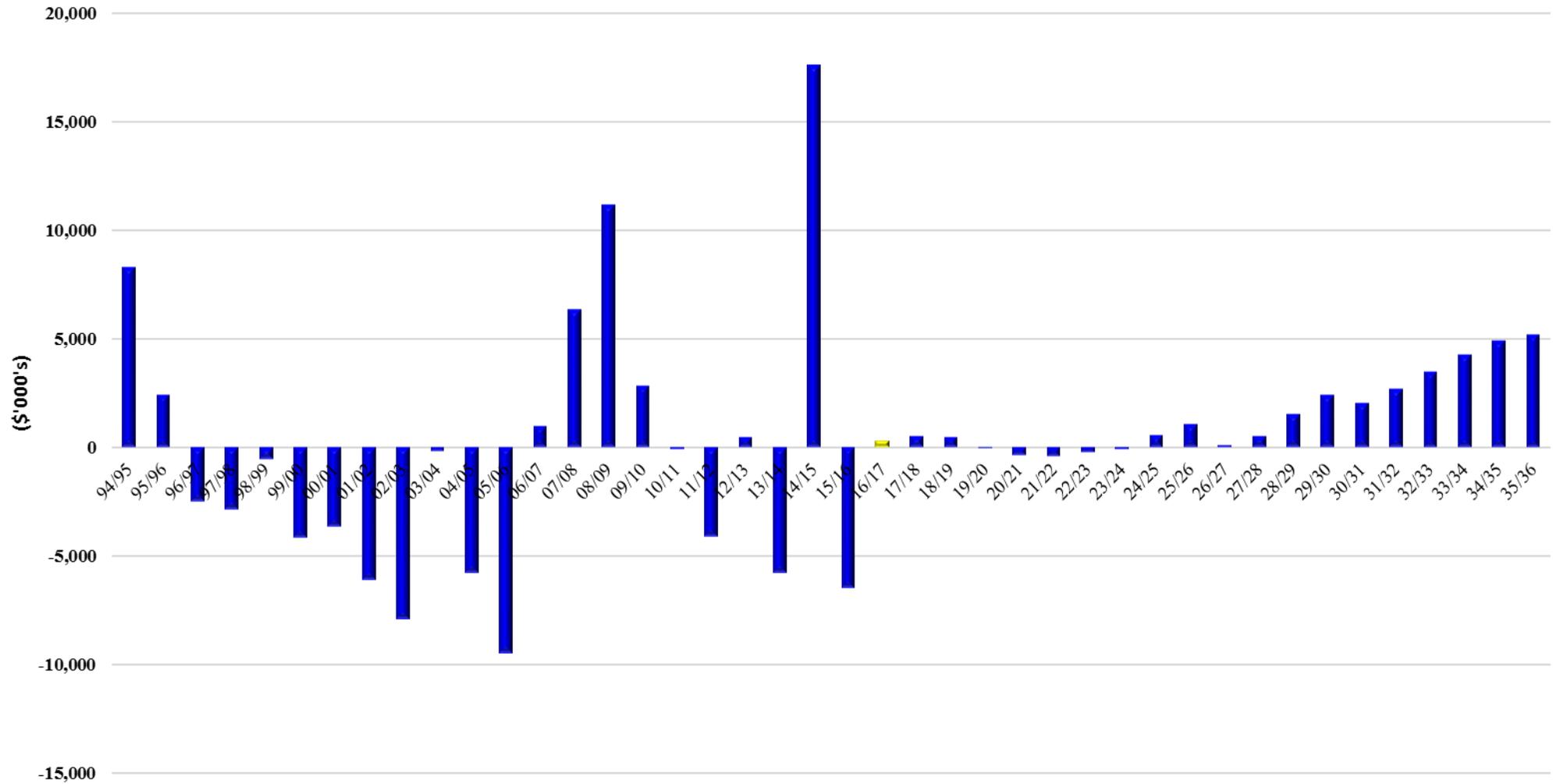


Debt Levels

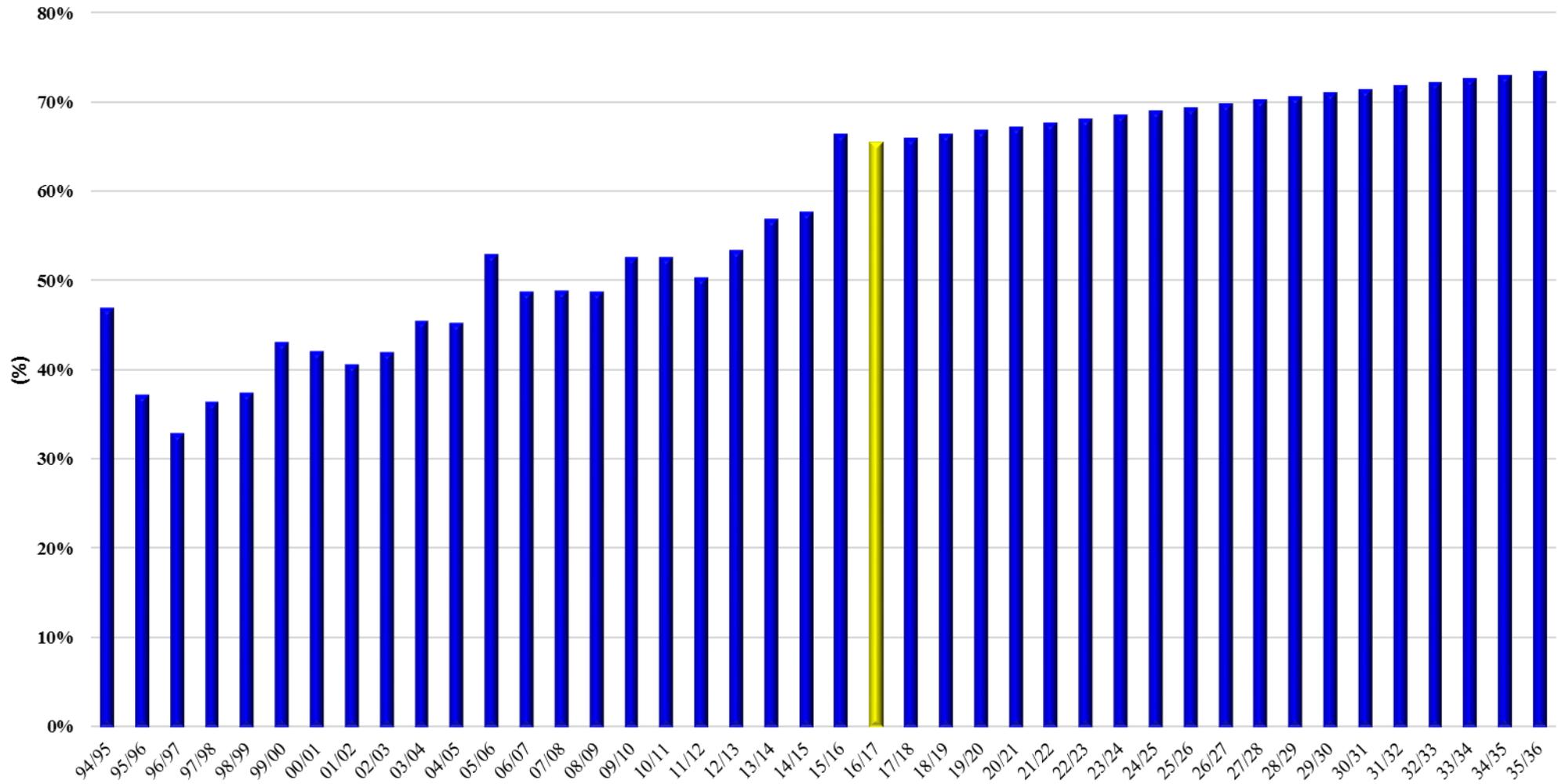




Underlying Surplus



Rate Revenue to Underlying Revenue



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