



CITY OF BALLARAT  
**BUDGET**  
STRATEGIC RESOURCE PLAN  
2017/18 - 2021



## Strategic Resource Plan

The Act requires a SRP to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a SRP for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- 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 key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain strong cashflows that enable the delivery of services and projects in a timely manner
- Maintain a core capital expenditure of at least \$32 million
- Maintain a positive underlying surplus

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

## Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21.

	Forecast	Budget	Strategic Resource Plan			Trend + / 0 / -
	Actual		Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	49,278	32,830	29,801	28,894	25,698	-
Adjusted underlying result	(336)	1,525	1,580	1,934	1,998	+
Cash and investments balance	21,490	20,991	14,470	14,182	14,392	-
Cash flow from operations	70,148	40,297	39,151	40,322	41,532	o
Capital works expenditure	105,366	43,402	44,896	44,712	43,985	+
Equity for the year	1,571,827	1,604,657	1,634,458	1,663,353	1,689,051	+
Unrestricted Cash	17,203	16,704	10,183	9,895	10,105	-
Working capital ratio	124%	124%	104%	102%	103%	-
Underlying Result	-0.2%	0.9%	0.9%	1.1%	1.1%	+
Working Capital Ratio	123.9%	124.1%	103.6%	102.4%	102.8%	-
Unrestricted Cash Ratio	58.6%	56.9%	34.6%	32.9%	32.9%	-
Loan and Borrowings % (Debt to rate revenue)	46.4%	48.5%	47.7%	51.2%	53.6%	+
Indebtedness (%)	30.9%	33.2%	32.7%	34.8%	36.2%	+

## Financial Sustainability

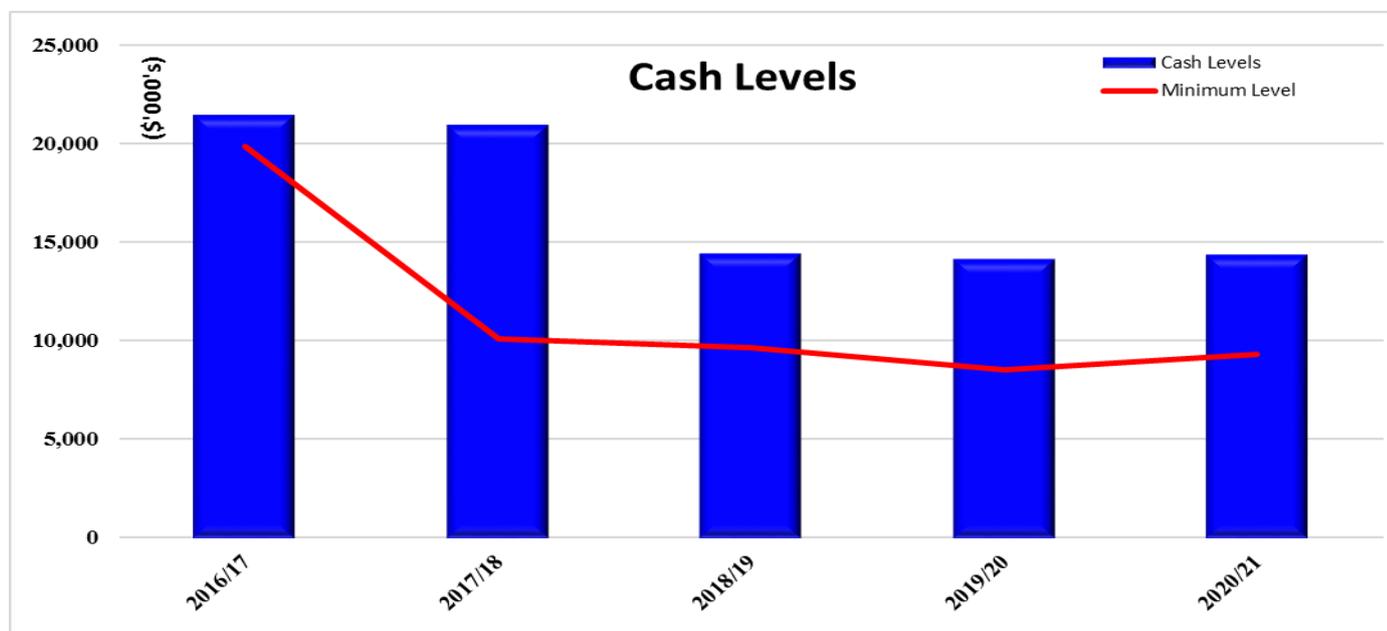
Cash and investments is forecast to decrease over the four year period from \$21.890 million to \$18.777 million.

This reduction in cash is a result of a recalculation of the level of investments that are required to be held each year for operations to continue efficiently whilst maintain sufficient working capital levels.

This has allowed Council to free additional funds in the 2017/18 financial year to be allocated to services.

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

Four year forecast for cash and investments is set out below:



The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

CITY OF BALLARAT 2017/18 BUDGET

	Forecast		
	Actual	Budget	Variance
	2016/17	2017/18	
	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>			
Rates and charges	103,360	<b>109,054</b>	5,694
Statutory fees and fines	3,725	<b>3,639</b>	(86)
User fees	24,993	<b>24,703</b>	(290)
Grants - operating	24,276	<b>23,432</b>	(844)
Grants - capital	33,908	<b>2,000</b>	(31,908)
Contributions - monetary	2,104	<b>1,014</b>	(1,090)
Interest received	1,226	<b>1,263</b>	37
Trust funds and deposits taken	0	<b>0</b>	0
Other receipts	1,487	<b>2,598</b>	1,111
Net GST refund / payment	0	<b>0</b>	0
Employee costs	(62,245)	<b>(63,051)</b>	(807)
Materials and services	(59,683)	<b>(61,895)</b>	(2,213)
Trust funds and deposits repaid	0	<b>0</b>	0
Other payments	(3,004)	<b>(2,460)</b>	544
<b>Net cash provided by/(used in) operating activities</b>	70,148	<b>40,297</b>	(29,851)
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	(109,366)	<b>(43,402)</b>	65,964
Proceeds from sale of property, infrastructure, plant and equipment	384	<b>0</b>	(384)
Payments for investments	0	<b>0</b>	0
Proceeds from sale of investments	0	<b>0</b>	0
Loan and advances made	0	<b>0</b>	0
Payments of loans and advances	0	<b>0</b>	0
<b>Net cash provided by/ (used in) investing activities</b>	(108,982)	<b>(43,402)</b>	65,580
<b>Cash flows from financing activities</b>			
Finance costs	(2,343)	<b>(2,394)</b>	(51)
Proceeds from borrowings	3,872	<b>8,817</b>	4,945
Repayment of borrowings	(3,872)	<b>(3,817)</b>	55
<b>Net cash provided by/(used in) financing activities</b>	(2,343)	<b>2,606</b>	4,949
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	(41,177)	<b>(499)</b>	40,678
Cash and cash equivalents at the beginning of the financial year	62,667	<b>21,490</b>	(41,177)
<b>Cash and cash equivalents at the end of the financial year</b>	21,490	<b>20,991</b>	(499)

### Operating activities

The decrease in cash inflows of \$29.851 million in operating activities is due mainly from the decrease in capital grants in 2017/18.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast		
	Actual	Budget	Variance
	2016/17	2017/18	
	\$'000	\$'000	\$'000
<b>Surplus (deficit) for the year</b>	49,278	<b>32,830</b>	<b>(16,448)</b>
Depreciation	32,649	<b>32,649</b>	<b>0</b>
Contributions - non-monetary	(13,602)	<b>(27,028)</b>	<b>(13,426)</b>
Loss/(Net gain) on disposal or property, infrastructure, plant and equipment	(1)	<b>0</b>	<b>1</b>
Borrowing costs	2,343	<b>2,394</b>	<b>51</b>
Net Movement in current assets and liabilities	(519)	<b>(548)</b>	<b>(29)</b>
<b>Cash flows available from operating activities</b>	<b>70,148</b>	<b>40,297</b>	<b>(29,851)</b>

### Investing activities

The large decrease in investing activities of \$65.964 million relate to the reduction in the capital works program. The 2016/17 financial year had the largest program in the Council's history, funded by \$31.888 million in government grants. Major projects included:

- Civic Hall \$6.782 million
- Ballarat West Employment Zone \$5.000 million
- Wendouree Sports & Events Centre \$4.779 million
- Lucas Community Hub \$4.325 million
- Eureka Stadium \$21.041 million

### Financing activities

The forecast expenditure for loan repayments is in line with Councils borrowing strategy.

### Cash and cash equivalents at end of year

Overall, total cash and investments is forecast to decrease by \$0.499 million to \$20.991 million as at 30 June 2018.

In formulating the 2017/18 Long Term Financial Strategy, the level of cash and investments required to be held at the end of each year, to operate the organisation without impact to the delivery of services and projects, has been recalculated resulting in lower levels of cash and investments required to be held.

### Restricted and unrestricted cash and investments

	Forecast		
	Actual	Budget	Variance
	2016/17	2017/18	
	\$'000	\$'000	\$'000
<b>Total cash and investments</b>	<b>21,490</b>	<b>20,991</b>	<b>(499)</b>
Restricted cash and Investments			
Statutory reserves	(28)	(28)	0
Trust funds and deposits	(4,287)	(4,287)	0
<b>Unrestricted cash and investments</b>	<b>17,175</b>	<b>16,676</b>	<b>(499)</b>
Discretionary reserves	(4,240)	(4,240)	0
<b>Unrestricted cash adjusted for discretionary reserves</b>	<b>12,935</b>	<b>12,436</b>	<b>(499)</b>

### Statutory reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

### Unrestricted cash and investments

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

### Discretionary reserves

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

### Unrestricted cash adjusted for discretionary reserves

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

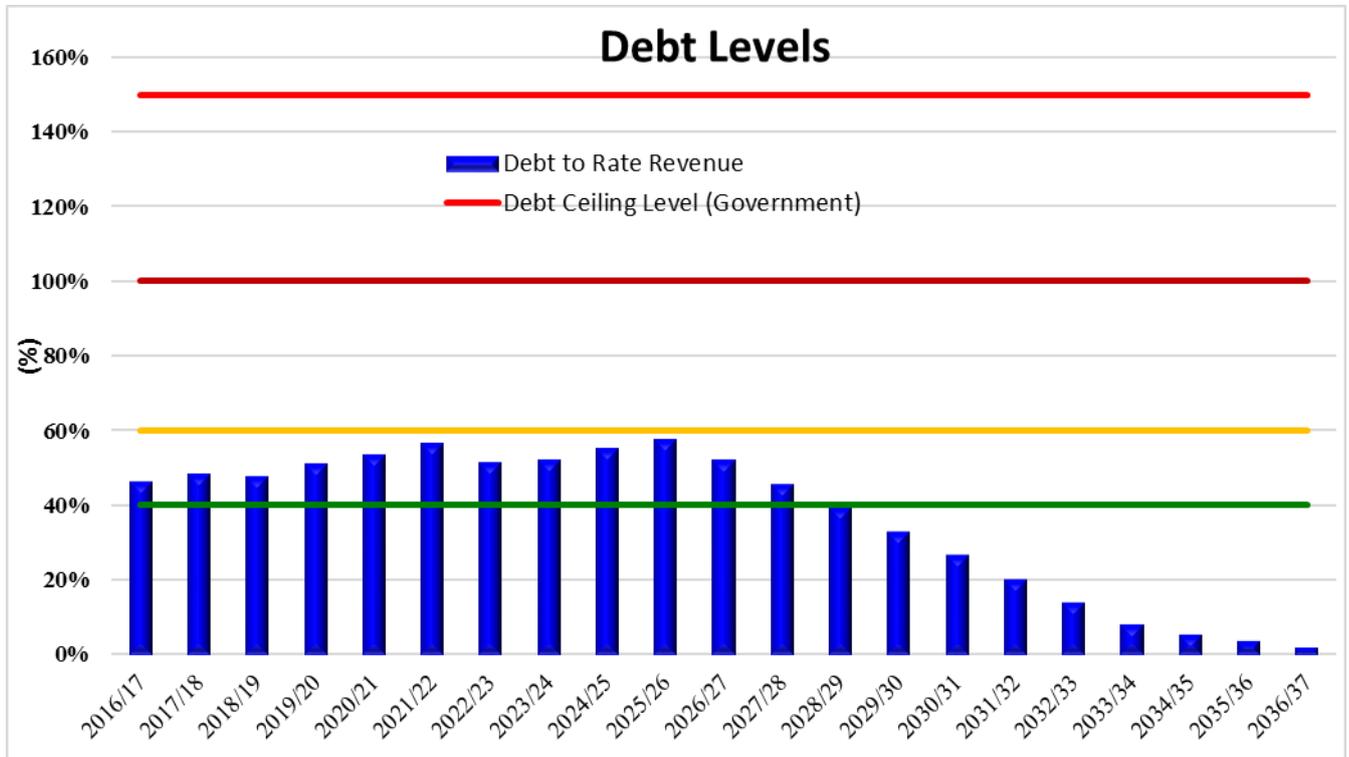
### Borrowing Strategy

In developing the Strategic Resource Plan (SRP), borrowings were identified as an important funding source for capital works programs. In the past, Council has borrowed strongly to finance large infrastructure projects and plans to borrow significant sums of money to finance Council's Developer Contribution Scheme over the next twenty (20) years.

Council's borrowing strategy has been formulated to provide funding for the essential major projects, with a peak borrowing of \$83.147 million in 2025/26, with the plan to reduce debt to \$4.680 million by 2036/37.

This debt strategy, not allows for the infrastructure currently planned but provides Council with the ability to borrow into the future for future infrastructure funds.

The following graph sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.



## Rating levels

### Rating context

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 56.1% of the total revenue (excluding non monetary income), received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, regarding Council's other sources of income and the planned expenditure on services and works to be undertaken for the Ballarat City Council.

### Future rate and charges

The Minister for Local Government issued a letter to all Mayors and Chief Executive Officers on 14 January 2015 in which she confirmed the Government's intention to cap rates from 2016/17. The government commissioned the Essential Services Commission (ESC) to conduct an inquiry and make recommendations on how best to design the Fair Go Rates System (FGRS) framework. The ESC's final report was tabled in Parliament on 30 September 2015 and can be viewed on the ESC website ([www.esc.vic.gov.au](http://www.esc.vic.gov.au)). The final report was tabled together with the government's response which can be viewed on the DELWP website ([www.delwp.vic.gov.au/fairgorates](http://www.delwp.vic.gov.au/fairgorates)).

Following this response and to establish the legislative framework for the FGRS the Local Government Amendment (Fair Go Rates) Bill 2015 was adopted by the Victorian Parliament on 26 November 2015. The Bill amends the Local Government Act 1989 and the Essential Services Commission Act 2001 to provide a mechanism to set a cap on the increases in rate revenue that can be levied by a Council in a financial year.

In December 2015, the ESC released a guide titled The Fair Go Rates System – Guidance for Councils (2016-17) intended to assist Victorian local councils in meeting their obligations under the FGRS. The document can be viewed on the ESC website ([www.esc.vic.gov.au](http://www.esc.vic.gov.au)) and covers relevant timelines, reporting requirements and the process for applying for a higher cap.

The Minister for Local Government announced that Victorian council rate rises would be capped to 2.0% for 2017/18.

The Ballarat City Council has decided to prepare the 2017/18 budget on the basis that an application for a higher rate would not be submitted to the ESC. Council has also assumed that future rate rises would mirror future rate caps, to date, there is no forecast for future rate caps therefore, the Ballarat City Council has decided to use the current rate cap as the basis for future increases.

### Rating structure

Council has established a rating structure which is comprised of two key elements. These are:

- Property values, which form the central basis of rating under the Local Government Act 1989
- A 'user pays' component to reflect usage of certain services provided by Council

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for:

- Commercial,
- Industrial,
- Residential,
- Rural Residential,
- Farm,
- Recreational purposes.

This distinction is based on the concept that business should pay a fair and equitable contribution to rates, taking into account the benefits those commercial properties derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every year.

The following table summarises the rates to be determined for the 2017/18 year.

Type of Property	2016/17 \$	2017/18 \$	Change \$
<b>Rate in dollar:</b>			
Residential	0.004280	0.004365	2.0%
Commercial	0.010948	0.011166	2.0%
Industrial	0.011494	0.011723	2.0%
Farm	0.002892	0.002949	2.0%
Rural residential	0.003890	0.003967	2.0%
Recreational 1	0.003160	0.003223	2.0%
Recreational 2	0.011460	0.011689	2.0%
<b>Special Charges:</b>			
Bridge Mall Special Rate	0.004811	0.004811	0.0%
<b>Service Charge:</b>			
Waste Management Charge	\$ 292.56	\$ 308.00	5.3%
Green Waste Charge	\$ 57.25	\$ 63.00	10.0%

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Type of Property	2016/17 \$	2017/18 \$	Change \$
<b>Rates:</b>			
Residential	59,606,187	62,158,657	4.3%
Commercial	17,564,356	18,737,840	6.7%
Industrial	8,332,784	8,624,348	3.5%
Farm	1,648,670	1,678,556	1.8%
Rural residential	1,076,765	1,114,552	3.5%
Recreational 1	194,616	200,589	3.1%
Recreational 2	204,994	210,620	2.7%
Supplementary Rates	886,284	1,390,877	56.9%
	<b>89,514,655</b>	<b>94,116,040</b>	<b>5.1%</b>
<b>Special Charges:</b>			
Bridge Mall Special Rate	320,060	320,000	0.0%
<b>Service Charge:</b>			
Waste Management Charge	12,686,440	13,579,720	7.0%
Green Waste Charge	1,831,900	2,117,304	15.6%
<b>Total Rates and Charges:</b>	<b>104,353,056</b>	<b>110,133,064</b>	<b>5.5%</b>

Type of Property	2016/17	2017/18	Change %
<b>Assessments:</b>			
Residential	45,239	46,042	1.8%
Commercial	2,197	2,227	1.4%
Industrial	1,488	1,518	2.0%
Farm	789	787	-0.3%
Rural residential	611	616	0.8%
Recreational 1	62	63	1.6%
Recreational 2	6	6	0.0%
<b>Special Charges:</b>			
Bridge Mall Special Rate	103	103	0.0%
<b>Service Charge:</b>			
Waste Management Charge	43,364	44,090	1.7%
Green Waste Charge	32,000	33,608	5.0%

Type of Property	2016/17 \$	2017/18 \$	Change %
<b>Valuations:</b>			
Residential	13,926,679,205	14,240,242,085	2.3%
Commercial	1,604,343,780	1,678,115,682	4.6%
Industrial	724,968,160	735,677,580	1.5%
Farm	570,079,500	569,195,000	-0.2%
Rural residential	276,803,375	280,955,875	1.5%
Recreational 1	61,587,230	62,236,830	1.1%
Recreational 2	17,887,770	18,018,670	0.7%
	<b>17,182,349,020</b>	<b>17,584,441,722</b>	<b>2.3%</b>
<b>Special Charges:</b>			
Bridge Mall Special Rate	66,516,000	66,516,000	0.0%

## Rates and Charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

### Differential rates

#### Rates to be levied

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages (refer to the strategic resource plan for the percentages).

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

The existing rating structure comprises 5 differential rates (residential, commercial, industrial, rural residential, and farm) and a rate concession for recreational land 1.

## RESIDENTIAL

### Classification

Rateable property which is used for private residential purposes, including but not limited to houses, dwellings, flats, units and private boatsheds, together with vacant unoccupied land, not covered by another differential, BUT excluding motels, caravan parks, supported accommodation, accommodation houses, boarding houses and the like.

### Reasons for the Use and Level of Rate

The rate reflects the level of service provided and ensures that reasonable rate relativity is maintained between residential property and other classes of property.

## COMMERCIAL

### Classification

1. Rateable property used or adapted to be used for business and/or administrative purposes, including but not limited to properties used for:
  - (a) the sale or hire of goods by retail or trade sales, eg shops, auction rooms, hardware stores;
  - (b) the manufacture of goods where the goods are sold on the property;
  - (c) the provision of entertainment, eg theatres, cinemas, amusement parlours, nightclubs;
  - (d) media/broadcasting/communication establishments, eg television stations, newspaper offices, radio stations and associated facilities;
  - (e) the provision of accommodation other than private residential, eg motels, caravan parks, camping grounds, camps, supported accommodation, accommodation houses, hostels, boarding houses;
  - (f) the provision of hospitality, eg hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
  - (g) tourist and leisure industry, eg flora and fauna parks, gymnasiums, indoor sports stadiums, gaming establishments (other than those classified under Recreational 2);
  - (h) art galleries, museums;
  - (i) showrooms, eg display of goods;
  - (j) brothels;
  - (k) Commercial storage (mini storage units, wholesale distributors).
  - (l) religious purposes;
  - (m) public offices;
  - (n) halls for commercial hire;
  - (o) Mixed businesses/milkbars (those operating in residential type zones under the Ballarat Planning Plan and non conforming residential/milkbar properties within industrial zones under the Ballarat Planning Plan, with attached residences, occupied as the principal place of residence of the person(s) operating the mixed business/milkbar component of the rateable property, will have the residential portion rated as Residential).
2. Properties used for the provision of health services, including but not limited to properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices.
3. Properties used primarily as offices or for administration purposes including but not limited to properties used for legal practices, real estate agents, veterinary surgeons, accounting firms, insurance agencies or any other organisation, group, business, association or representative body.
4. Rateable properties which are vacant unoccupied land and zoned or intended to be used for commercial purposes.

### Reasons for the Use and Level of Rate

The rate reflects the level of service provided and ensures that reasonable rate relativity is maintained between commercial and other classes of land. The differential is higher than for other classes of land for a number of reasons, including:

- Business rates are tax deductible;
- Rates tend to be a lower order factor in business investment decisions.

## INDUSTRIAL

### Classification

1. Rateable properties which are used primarily for manufacturing processes, including, but not limited to the following:
  - (a) the manufacture of goods, equipment, plant, machinery, food or beverage which are generally not sold or consumed on site;
  - (b) warehouse/bulk storage of goods;
  - (c) the storage of plant and machinery;
  - (d) the production of raw materials in the extractive and timber industries;
  - (e) the treatment and storage of industrial waste materials.
2. Rateable properties which are vacant unoccupied land and zoned or intended to be used for industrial purposes.

### Reasons for the Use and Level of Rate

The rate reflects the level of service provided and ensures that reasonable rate relativity is maintained between industrial and other classes of land. The differential is higher than for other classes of land for a number of reasons, including:

- Business rates are tax deductible
- Rates tend to be a lower order factor in business investment decisions;

## FARM

### Classification

Farm Land means any rateable land -

- (a) that is not less than 2 hectares in area; and
- (b) is used for carrying on a business of primary production as determined by the Australian Taxation Office; and
- (c) that is used primarily for grazing (including agistment), dairying, pig farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and
- (d) that is used by a business -
  - (i) that has a significant and substantial commercial purpose or character; and
  - (ii) that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - (iii) that is making profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

In consideration the Council will take into account:

- Whatever activity is being conducted on a property, it must be a business of primary production as opposed to a hobby or recreational activity.

### Reasons for the Use and Level of Rate

The farm rate is lower than for other classes of land because farming operations involve large properties which have significant value and which are often operated as family concerns. Agricultural producers are unable to pass on increases in costs like other businesses. Farm profitability is affected by the vagaries of weather and international markets. In this sense farms are seen to be more susceptible or fragile than other commercial and industrial operations.

## RECREATIONAL

### Classification

Rateable property which is used primarily for cultural, recreational or club purposes.

### Recreation 1

Recreational land is defined as follows:

- (a) lands which are -
  - (i) vested in or occupied by any body corporate or unincorporated which exists for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objects and prohibits the payment of any dividend or amount to its members; and
  - (ii) used for sporting recreational or cultural purposes or similar activities; or
- (b) lands which are used primarily as agricultural show grounds; or
- (c) lands, not otherwise classified by another differential, used primarily by a not-for-profit club\* and:-
  - (i) is not used for the purpose of running a business on a full time commercial basis; and/or,
  - (ii) the club does not pay any employees, contractors or members to perform duties associated with the operations of the club; and/or
  - (iii) is not a licensed premises.

\*For the purposes of this rating classification the following applies:-

-“Club” includes an association, society, fraternity, guild, lodge or circle; and,

-A club is “Not-for-Profit” if:

- (i) It does not, either while it is operating or upon winding up, carry on its activities for the purposes of profit or gain to particular persons, including its owners or members; and
- (ii) It does not distribute its profits or assets to particular persons, including its owners or members, either while it is operating or upon winding up.

### Recreation 2

Recreational land as defined in Recreation 1 where the recreational land or part thereof is used for gaming.

## RURAL RESIDENTIAL

### Classification

Rural residential Land means any rateable land -

(a) that is not less than 2 hectares in area; and

(b) the land is resided on; and

(c) is located within the Farm or Rural Conservation planning zone that does not satisfy the criteria for farmland.

Excludes:

(d) Vacant land greater than 2 HA.

### Reasons for the Use and Level of Rate

The rural residential rate is lower than for other classes of land because the land is prima-facie farm land; however, with the inclusion of a residence primary purpose of the property is shifted towards residential use.

The Rural Residential Rate is lower than the Residential Rate in order to recognise location issues and other restrictions applicable to such properties in either a Farm Zone or a Rural Conservation Zone

Statutory Disclosures

Loans	2016/17 \$'000	2017/18 \$'000	Change %
New borrowings (other than refinancing)	0	5,000	0.0%
Amount to be redeemed	3,871	3,816	-1.4%
Amount borrowed as at 30 June	48,148	53,148	10.4%

Grants	2016/17 \$	2017/18 \$'000	Change \$'000
<b>Operating Grants:</b>			
<b>- Recurrent</b>			
Fire Services Levy Grant	62	66	4
Victorian Grants Commission	12,056	12,297	241
Local Laws	240	240	0
Tourism, Arts & Culture	259	280	21
Community Care & Access	5,626	5,056	(570)
Family & Children Services	4,303	4,611	308
Emergency Management	77	76	(1)
Learning & Diversity	807	806	(1)
	<b>23,430</b>	<b>23,432</b>	<b>2</b>
<b>- Non-Recurrent</b>			
Major Projects & Communications	0	0	0
City Infrastructure	0	0	0
City Services	0	0	0
Strategic Planning	300	0	(300)
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
	<b>300</b>	<b>0</b>	<b>(300)</b>
	<b>23,730</b>	<b>23,432</b>	<b>-298</b>
<b>Capital Grants</b>			
<b>- Recurrent</b>			
Federal Roads to Recovery	1,000	1,000	0
Federal Blackspot	1,000	1,000	0
	<b>2,000</b>	<b>2,000</b>	<b>0</b>
<b>- Non-Recurrent</b>			
Sebastopol Library	0	0	0
Lucas Community Hub	0	0	0
CE Brown Upgrade	0	0	0
Ballarat Sports & Events Centre Upgrade	0	0	0
Eureka Stadium AFL Upgrade	0	0	0
Refurbishment of Wendouree Library	0	0	0
Library - RFID	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>
	<b>2,000</b>	<b>2,000</b>	<b>0</b>

<b>Summary of planned human resource expenditure</b>				
	<b>2017/18</b>	2018/19	2019/20	2020/21
	<b>\$'000</b>	\$'000	\$'000	\$'000
<b>Staff expenditure</b>				
Employee costs - operating	<b>60,482</b>	62,069	63,698	65,370
Employee costs - capital	<b>2,469</b>	2,519	2,569	2,620
<b>Total staff expenditure</b>	<b>62,951</b>	64,588	66,267	67,990
	<b>FTE</b>	FTE	FTE	FTE
<b>Staff numbers</b>				
- Full Time	<b>493.00</b>	498.00	503.00	508.00
- Part Time	<b>167.71</b>	169.00	171.00	173.00
- Casual	<b>24.70</b>	24.70	24.70	24.70
<b>Total staff numbers</b>	<b>685.41</b>	691.70	698.70	705.70

# CITY OF BALLARAT 2017/18 BUDGET

	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>				
CEO	454	466	478	490
Policy and Innovation	1,433	1,470	1,508	1,547
Business Services	6,783	6,959	7,140	7,326
Infrastructure and Environment	23,486	24,098	24,725	25,369
Development and Planning	8,932	9,164	9,402	9,646
Community and Development	21,863	22,431	23,014	23,612
	<b>62,951</b>	<b>64,588</b>	<b>66,267</b>	<b>67,990</b>
	2017/18	2018/19	2019/20	2020/21
	FTE	FTE	FTE	FTE
<b>CEO</b>				
- Full Time	1.00	1.00	1.00	1.00
- Part Time	0.00	0.00	0.00	0.00
- Casual	0.00	0.00	0.00	0.00
	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Policy and Innovation</b>				
- Full Time	13.00	13.00	13.00	13.00
- Part Time	0.00	0.00	0.00	0.00
- Casual	0.50	0.51	0.52	0.53
	<b>13.50</b>	<b>13.51</b>	<b>13.52</b>	<b>13.53</b>
<b>Business Services</b>				
- Full Time	56.00	57.00	58.00	59.00
- Part Time	6.81	6.88	6.95	7.02
- Casual	0.00	0.00	0.00	0.00
	<b>62.81</b>	<b>63.88</b>	<b>64.95</b>	<b>66.02</b>
<b>Infrastructure and Environment</b>				
- Full Time	244.00	246.00	248.00	250.00
- Part Time	34.11	34.45	34.79	35.14
- Casual	0.00	0.00	0.00	0.00
	<b>278.11</b>	<b>280.45</b>	<b>282.79</b>	<b>285.14</b>
<b>Development and Planning</b>				
- Full Time	71.00	72.00	73.00	74.00
- Part Time	10.35	10.45	10.55	10.66
- Casual	3.00	3.03	3.06	3.09
	<b>84.35</b>	<b>85.48</b>	<b>86.61</b>	<b>87.75</b>
<b>Community and Development</b>				
- Full Time	108.00	109.00	110.00	111.00
- Part Time	116.44	117.22	118.71	120.18
- Casual	21.65	21.16	21.12	21.08
	<b>246.09</b>	<b>247.38</b>	<b>249.83</b>	<b>252.26</b>
	<b>685.86</b>	<b>691.70</b>	<b>698.70</b>	<b>705.70</b>

<b>Comprehensive Income Statement</b>					
For the four years ending 30 June 2021					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue:</b>					
Rates and charges	103,879	<b>109,602</b>	113,438	117,408	121,517
Statutory fees and fines	3,725	<b>3,639</b>	3,675	3,712	3,749
User fees	24,993	<b>24,703</b>	25,197	25,701	26,215
Grants - operating	24,276	<b>23,432</b>	23,901	24,379	24,867
Grants - capital	33,908	<b>2,000</b>	2,040	2,081	2,122
Contributions - monetary	2,104	<b>2,277</b>	0	0	0
Contributions - non-monetary	13,602	<b>27,028</b>	26,181	24,879	21,578
Net gain/(loss) on disposal or property, infrastructure, plant and equipment	1	<b>0</b>	0	0	0
Other Income	2,713	<b>2,598</b>	2,650	2,703	2,757
<b>Total income</b>	<b>209,201</b>	<b>195,279</b>	<b>197,082</b>	<b>200,863</b>	<b>202,805</b>
<b>Expense:</b>					
Employee costs	58,658	<b>60,582</b>	62,171	63,803	65,478
Materials and services	63,269	<b>64,364</b>	66,503	68,713	70,998
Bad and doubtful debts	520	<b>460</b>	469	478	488
Depreciation and amortisation	32,649	<b>32,649</b>	33,302	33,968	34,647
Borrowing costs	2,343	<b>2,394</b>	2,796	2,926	3,373
Other Expense	2,484	<b>2,000</b>	2,040	2,081	2,123
<b>Total expenses</b>	<b>159,923</b>	<b>162,449</b>	<b>167,281</b>	<b>171,969</b>	<b>177,107</b>
<b>Surplus/(deficit) for the year</b>	<b>49,278</b>	<b>32,830</b>	<b>29,801</b>	<b>28,894</b>	<b>25,698</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods</b>					
Net asset revaluation increment/(decrement)	0	<b>0</b>	0	0	0
Share of other comprehensive income of associates and joint ventures	0	<b>0</b>	0	0	0
<b>Items that may be reclassified to surplus or deficit in future periods</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total comprehensive result</b>	<b>49,278</b>	<b>32,830</b>	<b>29,801</b>	<b>28,894</b>	<b>25,698</b>

<b>Balance Sheet</b>					
For the four years ending 30 June 2021					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	21,490	20,991	14,470	14,182	14,392
Trade and other receivables	13,519	14,067	14,634	15,221	15,829
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	1,382	1,382	1,382	1,382	1,382
<b>Total current assets</b>	<b>36,391</b>	<b>36,440</b>	<b>30,486</b>	<b>30,785</b>	<b>31,603</b>
<b>Non-current assets</b>					
Trade and other receivables	45	45	45	45	45
Investments in associates and joint ventures	0	0	0	0	0
Property, infrastructure, plant & equipment	1,607,602	1,645,383	1,682,138	1,716,733	1,746,614
Investment property	6,547	6,547	6,547	6,547	6,547
Intangible assets	0	0	0	0	0
<b>Total non-current assets</b>	<b>1,614,194</b>	<b>1,651,975</b>	<b>1,688,730</b>	<b>1,723,325</b>	<b>1,753,206</b>
<b>Total assets</b>	<b>1,650,585</b>	<b>1,688,415</b>	<b>1,719,216</b>	<b>1,754,110</b>	<b>1,784,809</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	7,823	7,823	7,823	7,823	7,823
Trust funds and deposits	4,287	4,287	4,287	4,287	4,287
Provisions	13,392	13,392	13,392	13,392	13,392
Interest-bearing loans and borrowings	3,872	3,871	3,929	4,570	5,231
<b>Total current liabilities</b>	<b>29,374</b>	<b>29,373</b>	<b>29,431</b>	<b>30,072</b>	<b>30,733</b>
<b>Non-current liabilities</b>					
Provisions	5,108	5,108	5,108	5,108	5,108
Interest-bearing loans and borrowings	44,276	49,277	50,219	55,578	59,917
<b>Total non-current liabilities</b>	<b>49,384</b>	<b>54,385</b>	<b>55,327</b>	<b>60,686</b>	<b>65,025</b>
<b>Total liabilities</b>	<b>78,758</b>	<b>83,758</b>	<b>84,758</b>	<b>90,758</b>	<b>95,758</b>
<b>Net assets</b>	<b>1,571,827</b>	<b>1,604,657</b>	<b>1,634,458</b>	<b>1,663,353</b>	<b>1,689,051</b>
<b>Equity</b>					
Accumulated surplus	979,953	1,012,783	1,042,584	1,071,479	1,097,177
Reserves	591,874	591,874	591,874	591,874	591,874
<b>Total equity</b>	<b>1,571,827</b>	<b>1,604,657</b>	<b>1,634,458</b>	<b>1,663,353</b>	<b>1,689,051</b>

<b>Statement of Changes in Equity</b>				
For the four years ending 30 June				
2021				
		Accumulated	Revaluation	Other
	Total	Surplus	Reserve	Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2018</b>				
Balance at beginning of the financial year	1,571,827	979,953	586,578	5,296
Surplus/(deficit) for the year	32,830	32,830	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
<b>Balance at end of the financial year</b>	<b>1,604,657</b>	<b>1,012,783</b>	<b>586,578</b>	<b>5,296</b>
<b>2019</b>				
Balance at beginning of the financial year	1,604,657	1,012,783	586,578	5,296
Surplus/(deficit) for the year	29,801	29,801	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
<b>Balance at end of the financial year</b>	<b>1,634,458</b>	<b>1,042,584</b>	<b>586,578</b>	<b>5,296</b>
<b>2020</b>				
Balance at beginning of the financial year	1,634,458	1,042,584	586,578	5,296
Surplus/(deficit) for the year	28,894	28,894	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
<b>Balance at end of the financial year</b>	<b>1,663,353</b>	<b>1,071,479</b>	<b>586,578</b>	<b>5,296</b>
<b>2021</b>				
Balance at beginning of the financial year	1,663,353	1,071,479	586,578	5,296
Surplus/(deficit) for the year	25,698	25,698	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
<b>Balance at end of the financial year</b>	<b>1,689,051</b>	<b>1,097,177</b>	<b>586,578</b>	<b>5,296</b>

<b>Statement of Capital Works</b>					
For the four years ending 30 June 2021					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	250	0	0	0	2,012
Land improvements	0	0	0	0	0
<b>Total land</b>	250	0	0	0	2,012
Buildings	0	0	9,320	11,044	8,757
Heritage buildings	6,783	0	0	0	0
Building improvements	18,120	2,602	2,602	2,602	2,602
Leasehold improvements	0	0	0	0	0
<b>Total buildings</b>	24,903	2,602	11,922	13,646	11,359
<b>Total property</b>	25,153	2,602	11,922	13,646	13,371
<b>Plant and equipment</b>					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	3,285	2,925	3,182	3,240	3,299
Fixtures, fittings and furniture	54	0	0	0	0
Computers and telecommunications	3,705	1,862	1,889	1,917	1,946
Library books	337	371	371	371	371
<b>Total plant and equipment</b>	7,381	5,158	5,442	5,528	5,616
<b>Infrastructure</b>					
Roads	24,148	12,469	15,221	13,180	12,592
Bridges	300	210	210	210	210
Footpaths and cycleways	646	1,160	1,160	1,160	1,160
Drainage	1,361	1,251	1,251	1,251	1,251
Recreational, leisure and community facilities	30,045	4,681	4,481	4,481	4,481
Waste management	2,325	2,431	2,473	2,516	2,560
Parks, open space and streetscapes	2,634	1,062	1,064	1,066	1,068
Aerodromes	0	0	0	0	0
Off street car parks	270	0	0	0	0
Other infrastructure	11,103	12,378	1,672	1,674	1,676
<b>Total infrastructure</b>	72,832	35,642	27,532	25,538	24,998
<b>Total capital works expenditure</b>	105,366	43,402	44,896	44,712	43,985
<b>Represented by:</b>					
New asset expenditure	30,236	6,699	13,024	12,665	11,761
Asset renewal expenditure	44,255	28,118	23,150	23,185	23,219
Asset expansion expenditure	2,306	0	0	0	0
Asset upgrade expenditure	28,569	8,585	8,722	8,862	9,005
<b>Total capital works expenditure</b>	105,366	43,402	44,896	44,712	43,985

<b>Statement of Cash Flows</b>					
For the four years ending 30 June 2021					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	103,360	109,054	112,871	116,821	120,909
Statutory fees and fines	3,725	3,639	3,675	3,712	3,749
User fees	24,993	24,703	25,197	25,701	26,215
Grants - operating	24,276	23,432	23,901	24,379	24,867
Grants - capital	33,908	2,000	2,040	2,081	2,122
Contributions - monetary	2,104	1,014	(1,301)	(1,340)	(1,380)
Interest received	1,226	1,263	1,301	1,340	1,380
Trust funds and deposits taken	0	0	0	0	0
Other receipts	1,487	2,598	2,650	2,703	2,757
Net GST refund / payment	0	0	0	0	0
Employee costs	(62,245)	(63,051)	(64,690)	(66,372)	(68,098)
Materials and services	(59,683)	(61,895)	(63,984)	(66,144)	(68,378)
Trust funds and deposits repaid	0	0	0	0	0
Other payments	(3,004)	(2,460)	(2,509)	(2,559)	(2,611)
<b>Net cash provided by/(used in) operating activities</b>	<b>70,148</b>	<b>40,297</b>	<b>39,151</b>	<b>40,322</b>	<b>41,532</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(109,366)	(43,402)	(44,274)	(44,090)	(43,364)
Proceeds from sale of property, infrastructure, plant and equipment	384	0	398	406	414
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
<b>Net cash provided by/ (used in) investing activities</b>	<b>(108,982)</b>	<b>(43,402)</b>	<b>(43,876)</b>	<b>(43,684)</b>	<b>(42,950)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(2,343)	(2,394)	(2,796)	(2,926)	(3,373)
Proceeds from borrowings	3,872	8,817	4,871	9,929	9,570
Repayment of borrowings	(3,872)	(3,817)	(3,871)	(3,929)	(4,570)
<b>Net cash provided by/(used in) financing activities</b>	<b>(2,343)</b>	<b>2,606</b>	<b>(1,795)</b>	<b>3,074</b>	<b>1,628</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(41,177)</b>	<b>(499)</b>	<b>(6,520)</b>	<b>(288)</b>	<b>210</b>
Cash and cash equivalents at the beginning of the financial year	62,667	21,490	20,991	14,470	14,182
<b>Cash and cash equivalents at the end of the financial year</b>	<b>21,490</b>	<b>20,991</b>	<b>14,470</b>	<b>14,182</b>	<b>14,392</b>

CITY OF BALLARAT 2017/18 BUDGET

For the four years ending 30 June 2021									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2017/18</b>									
<b>Property</b>									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Total buildings</b>	<b>2,602</b>	<b>0</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,602</b>	<b>0</b>
<b>Total property</b>	<b>2,602</b>	<b>0</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,602</b>	<b>0</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,925	0	80	2,845	0	0	0	2,925	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,862	0	1,046	816	0	0	0	1,862	0
Library books	371	371	0	0	0	0	0	371	0
<b>Total plant and equipment</b>	<b>5,158</b>	<b>371</b>	<b>1,126</b>	<b>3,661</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,158</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	12,469	511	9,805	2,153	0	2,000	0	10,469	0
Bridges	210	0	210	0	0	0	0	210	0
Footpaths and cycleways	1,160	0	900	260	0	0	0	1,160	0
Drainage	1,251	0	1,251	0	0	0	0	1,251	0
Recreational, leisure and community facilities	4,681	0	4,681	0	0	0	0	4,681	0
Waste management	2,431	0	331	2,100	0	0	0	2,431	0
Parks, open space and streetscapes	1,062	0	775	287	0	0	0	1,062	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	12,378	5,818	6,436	124	0	0	0	12,378	0
<b>Total infrastructure</b>	<b>35,642</b>	<b>6,329</b>	<b>24,389</b>	<b>4,924</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>33,642</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>43,402</b>	<b>6,700</b>	<b>28,117</b>	<b>8,585</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>41,402</b>	<b>0</b>

CITY OF BALLARAT 2017/18 BUDGET

For the four years ending 30 June 2021									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2018/19</b>									
<b>Property</b>									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	9,320	9,320	0	0	0	0	0	9,320	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
<b>Total buildings</b>	<b>11,922</b>	<b>9,320</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,922</b>	<b>0</b>
<b>Total property</b>	<b>11,922</b>	<b>9,320</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,922</b>	<b>0</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,182	0	280	2,902	0	0	0	3,182	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,889	0	1,057	832	0	0	0	1,889	0
Library books	371	371	0	0	0	0	0	371	0
<b>Total plant and equipment</b>	<b>5,442</b>	<b>371</b>	<b>1,337</b>	<b>3,734</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,442</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	15,221	3,223	9,825	2,173	0	2,040	2,040	11,141	0
Bridges	210	0	210	0	0	0	0	210	0
Footpaths and cycleways	1,160	0	900	260	0	0	0	1,160	0
Drainage	1,251	0	1,251	0	0	0	0	1,251	0
Recreational, leisure and community facilities	4,481	0	4,481	0	0	0	0	4,481	0
Waste management	2,473	0	331	2,142	0	0	0	2,473	0
Parks, open space and streetscapes	1,064	0	777	287	0	0	0	1,064	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	1,672	110	1,436	126	0	0	0	1,672	0
<b>Total infrastructure</b>	<b>27,532</b>	<b>3,333</b>	<b>19,211</b>	<b>4,988</b>	<b>0</b>	<b>2,040</b>	<b>2,040</b>	<b>23,452</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>44,896</b>	<b>13,024</b>	<b>23,150</b>	<b>8,722</b>	<b>0</b>	<b>2,040</b>	<b>2,040</b>	<b>40,816</b>	<b>0</b>

CITY OF BALLARAT 2017/18 BUDGET

For the four years ending 30 June 2021									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2019/20</b>									
<b>Property</b>									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	11,044	11,044	0	0	0	0	0	11,044	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
<b>Total buildings</b>	<b>13,646</b>	<b>11,044</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,646</b>	<b>0</b>
<b>Total property</b>	<b>13,646</b>	<b>11,044</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,646</b>	<b>0</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,240	0	280	2,960	0	0	0	3,240	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,917	0	1,068	849	0	0	0	1,917	0
Library books	371	371	0	0	0	0	0	371	0
<b>Total plant and equipment</b>	<b>5,528</b>	<b>371</b>	<b>1,348</b>	<b>3,809</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,528</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	13,180	1,140	9,847	2,193	0	2,081	2,081	9,018	0
Bridges	210	0	210	0	0	0	0	210	0
Footpaths and cycleways	1,160	0	900	260	0	0	0	1,160	0
Drainage	1,251	0	1,251	0	0	0	0	1,251	0
Recreational, leisure and community facilities	4,481	0	4,481	0	0	0	0	4,481	0
Waste management	2,516	0	331	2,185	0	0	0	2,516	0
Parks, open space and streetscapes	1,066	0	779	287	0	0	0	1,066	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	1,674	110	1,436	128	0	0	0	1,674	0
<b>Total infrastructure</b>	<b>25,538</b>	<b>1,250</b>	<b>19,235</b>	<b>5,053</b>	<b>0</b>	<b>2,081</b>	<b>2,081</b>	<b>21,376</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>44,712</b>	<b>12,665</b>	<b>23,185</b>	<b>8,862</b>	<b>0</b>	<b>2,081</b>	<b>2,081</b>	<b>40,550</b>	<b>0</b>

CITY OF BALLARAT 2017/18 BUDGET

For the four years ending 30 June 2021									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2020/21</b>									
<b>Property</b>									
Land	2,012	2,012	0	0	0	0	0	2,012	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>2,012</b>	<b>2,012</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,012</b>	<b>0</b>
Buildings	8,757	8,757	0	0	0	0	0	8,757	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
<b>Total buildings</b>	<b>11,359</b>	<b>8,757</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,359</b>	<b>0</b>
<b>Total property</b>	<b>13,371</b>	<b>10,769</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,371</b>	<b>0</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,299	0	280	3,019	0	0	0	3,299	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,946	0	1,080	866	0	0	0	1,946	0
Library books	371	371	0	0	0	0	0	371	0
<b>Total plant and equipment</b>	<b>5,616</b>	<b>371</b>	<b>1,360</b>	<b>3,885</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,616</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	12,592	510	9,868	2,214	0	2,122	2,122	8,348	0
Bridges	210	0	210	0	0	0	0	210	0
Footpaths and cycleways	1,160	0	900	260	0	0	0	1,160	0
Drainage	1,251	0	1,251	0	0	0	0	1,251	0
Recreational, leisure and community facilities	4,481	0	4,481	0	0	0	0	4,481	0
Waste management	2,560	0	331	2,229	0	0	0	2,560	0
Parks, open space and streetscapes	1,068	0	781	287	0	0	0	1,068	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	1,676	110	1,436	130	0	0	0	1,676	0
<b>Total infrastructure</b>	<b>24,998</b>	<b>620</b>	<b>19,258</b>	<b>5,120</b>	<b>0</b>	<b>2,122</b>	<b>2,122</b>	<b>20,754</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>43,985</b>	<b>11,760</b>	<b>23,220</b>	<b>9,005</b>	<b>0</b>	<b>2,122</b>	<b>2,122</b>	<b>39,741</b>	<b>0</b>

CITY OF BALLARAT 2017/18 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
<b>2017/18</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Property</b>									
Land	0	0	0	0	0				
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Building improvements									
Facility Renewal Program	2,602	0	2,602	0	0	0	0	2,602	0
<b>Total buildings</b>	<b>2,602</b>	<b>0</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,602</b>	<b>0</b>
<b>Total property</b>	<b>2,602</b>	<b>0</b>	<b>2,602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,602</b>	<b>0</b>
<b>Plant and equipment</b>									
Plant, machinery and equipment	2,845	0	0	2,845	0	0	0	2,845	0
Parking Meter Replacement Program	80	0	80	0	0	0	0	80	0
Computers and telecommunications		0	0	0	0				
Desktop Replacement Program	477	0	477	0	0	0	0	477	0
Home carers - Hand Held PDA	50	0	50	0	0	0	0	50	0
IT Infrastructure	520	0	520	0	0	0	0	520	0
IT System Development	816	0	0	816	0	0	0	816	0
Library books									
Library books	371	371	0	0	0	0	0	371	0
<b>Total plant and equipment</b>	<b>5,159</b>	<b>371</b>	<b>1,127</b>	<b>3,661</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,159</b>	<b>0</b>

CITY OF BALLARAT 2017/18 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
<b>2017/18</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Infrastructure</b>									
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	510	510	0	0	0	0	0	510	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	7,571	0	7,571	0	0	0	0	7,571	0
DCP Construction	0	0	0	0	0	0	0	0	0
DCPConstruction - Council Commitment	0	0	0	0	0	0	0	0	0
DCPConstruction-WIK	0	0	0	0	0	0	0	0	0
Bridges									
Bridge Rehabilitation	210	0	210	0	0	0	0	210	0
Footpaths and cycleways									
Bicycle Paths	360	0	360	0	0	0	0	360	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

**CITY OF BALLARAT 2017/18 BUDGET**

	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2017/18</b>									
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	138	0	138	0	0	0	0	138	0
Recreation Capital Improvement Program	4,243	0	4,243	0	0	0	0	4,243	0
Waste management									
Landfill Upgrade	2,100	0	0	2100	0	0	0	2,100	0
Replacement Bins Program	331	0	331	0	0	0	0	331	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	104	0	104	0	0	0	0	104	0
Parks Development Program	287	0	287	0	0	0	0	287	0
Playground Improvement Program	60	0	60	0	0	0	0	60	0
Playspace Planning Framework	276	0	0	276	0	0	0	276	0
Public Place Recycling	11	0	0	11	0	0	0	11	0
Street Irrigation Project	102	0	102	0	0	0	0	102	0
Other infrastructure									
Bus Shelter repair and replacement	160	0	160	0	0	0	0	160	0
Land Development Council Contribution	102	0	0	102	0	0	0	102	0
Monument Renewal Program	110	0	110	0	0	0	0	110	0
Minor Capital Works	5,000	0	5,000	0	0	0	0	5,000	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
Social Infrastructure Capital Improvement Program	1,000	0	1,000	0	0	0	0	1,000	0
Street Furniture Renewal Program	164	0	164	0	0	0	0	164	0
DCPCConstruction-Council	5,708	5,708	0	0	0	0	0	5,708	0
<b>Total infrastructure</b>	<b>35,641</b>	<b>6,329</b>	<b>24,388</b>	<b>4,924</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>33,641</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>43,402</b>	<b>6,700</b>	<b>28,117</b>	<b>8,585</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>41,402</b>	<b>0</b>

CITY OF BALLARAT 2017/18 BUDGET

Performance Indicators						
		Forecast		Strategic Resource Plan		
		Actual	Budget	Projections		
Indicator	Measure	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Operating position</b>						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-0.21%	<b>0.93%</b>	0.94%	1.11%	1.12%
<b>Liquidity</b>						
Working capital	Current assets / Current liabilities	124%	<b>124%</b>	104%	102%	103%
Unrestricted cash	Unrestricted cash / Current liabilities	59%	<b>57%</b>	35%	33%	33%
<b>Obligations</b>						
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	46%	<b>48%</b>	48%	51%	54%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	6%	<b>6%</b>	6%	6%	7%
Indebtedness	Non-current liabilities / Own source revenue	31%	<b>33%</b>	33%	35%	36%
Asset Renewal	Asset renewal expenses / Depreciation	136%	<b>86%</b>	70%	68%	67%
<b>Stability</b>						
Rates concentration	Rate revenue / Adjusted underlying revenue	65%	<b>67%</b>	67%	68%	68%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	1%	1%	1%	1%	1%
<b>Efficiency</b>						
Expenditure level	Total expenditure / no. property assessments	323%	<b>323%</b>	328%	332%	337%
Revenue level	Residential rate revenue / No. of residential property assessments	1,350	<b>1,357</b>	1,363	1,370	1,377
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	6.50%	<b>6.10%</b>	6.10%	6.10%	6.10%