

2018/19–22 Revised Budget Strategic Resource Plan



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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 consider 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 2018/19 to 2021/22 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 2018/19 to 2021/22.

	Forecast	Budget	Strategic Resource Plan			Trend + / 0 / -
	Actual		Projections			
	2017/18	2018/19	2019/20	2020/21	2021/22	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	93,775	42,168	35,203	32,711	35,281	-
Adjusted underlying result	10,220	(2,654)	2,720	901	1,294	+
Cash and investments balance	88,895	35,856	35,746	34,897	32,406	-
Cash flow from operations	82,120	49,846	51,647	51,220	52,658	o
Capital works expenditure	105,366	101,414	43,460	44,762	52,399	-
Equity for the year	1,581,126	1,623,294	1,658,497	1,691,208	1,726,489	+
Unrestricted Cash	82,700	30,873	30,763	29,914	27,423	-
Underlying Result	6.0%	-1.6%	1.6%	0.5%	0.7%	+
Working Capital Ratio	275.6%	144.2%	145.0%	146.1%	137.9%	-
Unrestricted Cash Ratio	226.7%	91.7%	91.0%	89.5%	80.6%	-
Loan and Borrowings % (Debt to rate revenue)	39.6%	45.5%	39.6%	36.7%	34.7%	-
Indebtedness (%)	26.4%	32.6%	27.3%	26.3%	24.6%	-

Financial Sustainability

Cash and investments are forecast to remain relatively constant over the next four years, the revised level of cash for 2018/19 is higher than the original budget due to better than expected results for the 2017/18 financial year.

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2018/19 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.

	Forecast		
	Actual	Budget	Variance
	2017/18	2018/19	
	\$'000	\$'000	\$'000
Cash flows from operating activities			
Rates and charges	110,429	115,083	4,654
Statutory fees and fines	3,764	3,969	205
User fees	27,434	24,206	(3,228)
Grants - operating	26,024	15,274	(10,750)
Grants - capital	34,774	13,561	(21,213)
Contributions - monetary	3,197	8,859	5,662
Interest received	2,028	1,500	(528)
Trust funds and deposits taken	2,642	0	(2,642)
Other receipts	3,732	2,254	(1,478)
Net GST refund / payment	9,812	0	(9,812)
Employee costs	(60,266)	(65,872)	(5,606)
Materials and services	(78,818)	(66,496)	12,322
Trust funds and deposits repaid	0	0	0
Other payments	(2,632)	(2,492)	140
Net cash provided by/(used in) operating activities	82,120	49,846	(32,274)
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	(64,790)	(110,185)	(45,395)
Proceeds from sale of property, infrastructure, plant and equipment	1,132	300	(832)
Payments for investments	0	0	0
Proceeds from sale of investments	0	0	0
Loan and advances made	8	0	(8)
Payments of loans and advances	0	0	0
Net cash provided by/ (used in) investing activities	(63,650)	(109,885)	(46,235)
Cash flows from financing activities			
Finance costs	(2,211)	(2,000)	211
Proceeds from borrowings	0	13,073	13,073
Repayment of borrowings	(4,394)	(4,073)	321
Net cash provided by/(used in) financing activities	(6,605)	7,000	13,605
Net increase/(decrease) in cash & cash equivalents	11,865	(53,039)	(64,904)
Cash and cash equivalents at the beginning of the financial year	77,030	88,895	11,865
Cash and cash equivalents at the end of the financial year	88,895	35,856	(53,039)

Operating activities

Cash inflows from operating activities will increase by \$6.939 million compared to the 2017/18 forecasts.

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
	2017/18	2018/19	
	\$'000	\$'000	\$'000
Surplus (deficit) for the year	66,143	42,168	(23,975)
Depreciation	31,807	32,649	842
Contributions - non-monetary	(31,271)	(22,402)	8,869
Loss/(Net gain) on disposal or property, infrastructure, plant and equipment	(886)	0	886
Borrowing costs	2,211	2,000	(211)
Net Movement in current assets and liabilities	14,116	(4,569)	(18,685)
Cash flows available from operating activities	82,120	49,846	(32,274)

Investing activities

The large increase in investing activities of \$46.235 million relate to the finalisation of several significant capital works programs. The revised budget for 2018/19 financial year includes carryover funds which will complete significant projects that have been underway.

Financing activities

The forecast expenditure for loan repayments for the revised budget represents the borrowing of \$10 million for the bringing forward of significant capital works within the recreation area. This is further explained in the Revised Budget explanation document.

Cash and cash equivalents at end of year

Cash is projected to reduce during the 2018/19 financial year by \$53.039 million due to the carry forward of funds to complete those projects which remained outstanding as at 30 June 2018.

Restricted and unrestricted cash and investments

	Forecast		
	Actual	Budget	Variance
	2017/18	2018/19	
	\$'000	\$'000	\$'000
Total cash and Investments	88,895	35,856	(53,039)
Restricted cash and Investments			
Statutory reserves	(3,362)	(3,362)	0
Trust funds and deposits	(6,195)	(4,983)	1,212
Unrestricted cash and investments	79,338	27,511	(54,251)
Discretionary reserves	(6,350)	(6,350)	(1,212)
Unrestricted cash adjusted for discretionary reserves	72,988	21,161	(55,463)

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

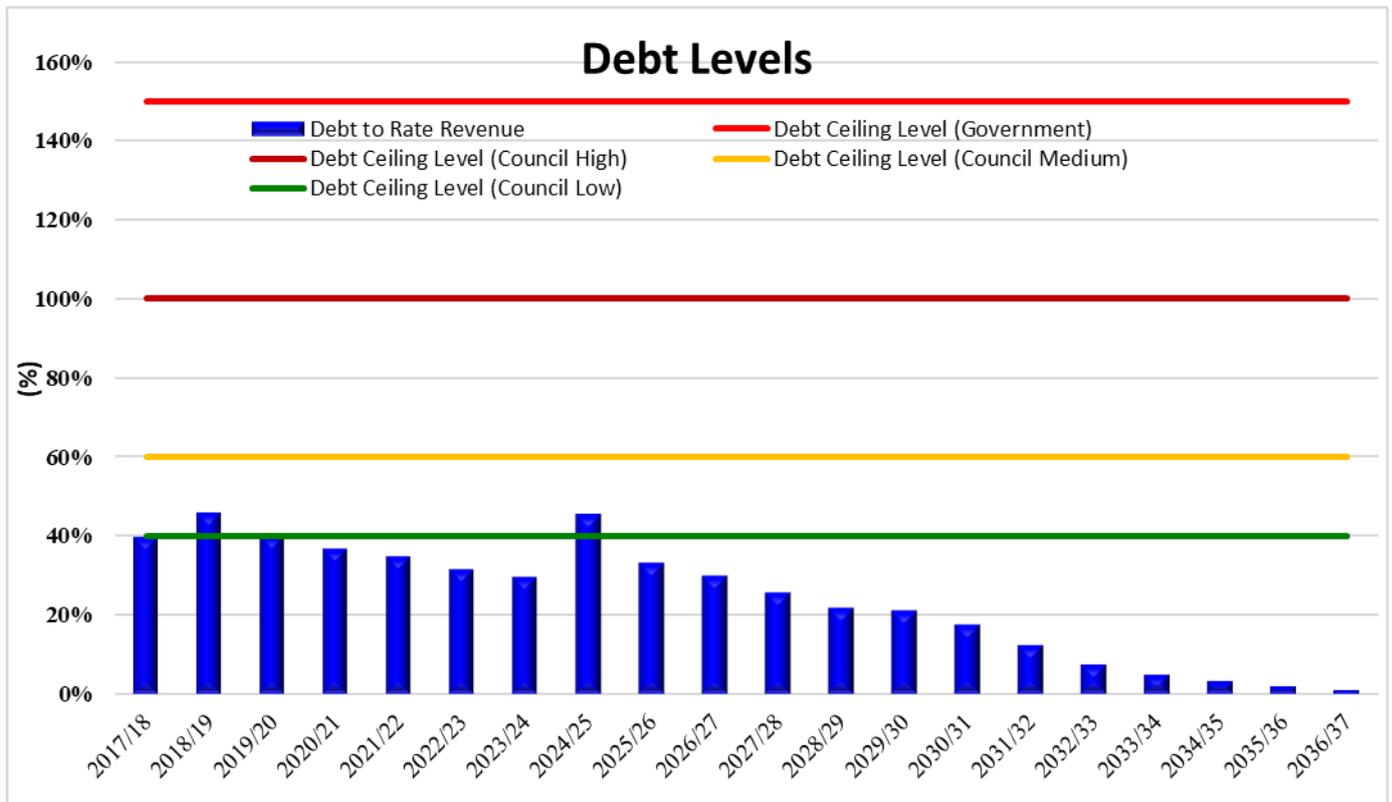
These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum 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.

Councils borrowing strategy has been formulated to cater for known funding requirements however, leaving sufficient capacity into the future to allow for the delivery of major projects.

The following graph sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2018.



Rating levels

Rating context

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 58% 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). 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).

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) 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 2.25% for 2018/19.

The Ballarat City Council has decided to prepare the 2018/19 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 2018/19 year.

Type of Property	2017/18 \$	2018/19 \$	Change \$
Rate in dollar:			
Residential	0.004365	0.004159	-4.7%
Commercial	0.011166	0.010764	-3.6%
Industrial	0.011723	0.011432	-2.5%
Farm	0.002949	0.002858	-3.1%
Rural residential	0.003967	0.003630	-8.5%
Recreational 1	0.003223	0.003248	0.8%
Recreational 2	0.011689	0.011432	-2.2%
Special Charges:			
Bridge Mall Special Rate	0.004811	-	-100.0%
Service Charge:			
Waste Management Charge	\$ 308.00	\$ 339.51	10.2%
Green Waste Charge	\$ 63.00	\$ 68.23	8.3%

Type of Property	2017/18 \$	2018/19 \$	Change \$
Rates:			
Residential	62,158,657	65,040,154	4.6%
Commercial	18,737,840	19,857,156	6.0%
Industrial	8,624,348	8,999,373	4.3%
Farm	1,678,556	1,674,542	-0.2%
Rural residential	1,114,552	1,157,460	3.8%
Recreational 1	200,589	209,604	4.5%
Recreational 2	210,620	207,531	-1.5%
Supplementary Rates	1,390,877	1,457,547	4.8%
	94,116,040	98,603,367	4.8%
Special Charges:			
Bridge Mall Special Rate	320,000	-	-100.0%
Service Charge:			
Waste Management Charge	13,579,720	15,286,286	12.6%
Green Waste Charge	2,117,304	2,352,933	11.1%
Total Rates and Charges:	110,133,064	116,242,587	5.5%

Type of Property	2017/18	2018/19	Change %
Assessments:			
Residential	46,042	47,012	2.1%
Commercial	2,227	2,295	3.1%
Industrial	1,518	1,566	3.2%
Farm	787	779	-1.0%
Rural residential	616	621	0.8%
Recreational 1	63	63	0.0%
Recreational 2	6	6	0.0%
Special Charges:			
Bridge Mall Special Rate	103	-	-100.0%
Service Charge:			
Waste Management Charge	44,090	45,025	2.1%
Green Waste Charge	33,608	34,487	2.6%

Type of Property	2017/18 \$	2018/19 \$	Change %
Valuations:			
Residential	14,240,242,085	15,639,711,430	9.8%
Commercial	1,678,115,682	1,844,854,066	9.9%
Industrial	735,677,580	787,209,000	7.0%
Farm	569,195,000	585,963,000	2.9%
Rural residential	280,955,875	318,896,750	13.5%
Recreational 1	62,236,830	64,531,353	3.7%
Recreational 2	18,018,670	18,153,521	0.7%
	17,584,441,722	19,259,319,120	9.5%
Special Charges:			
Bridge Mall Special Rate	66,516,000	-	-100.0%

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, telecommunication towers 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) short term tourist accommodation specifically identified and coded with an Australian Valuation Property Classification Code (AVPCC) or 232 (Serviced Apartments/Holiday Units) or 233 (Bed and Breakfast);
 - (g) the provision of hospitality, eg hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
 - ((h) tourist and leisure industry, eg flora and fauna parks, gymnasiums, indoor sports stadiums, gaming establishments (other than those classified under Recreational 2);
 - (i) art galleries, museums;
 - (j) showrooms, eg display of goods;
 - (k) brothels;
 - (l) Commercial storage (mini storage units, wholesale distributors).
 - (m) religious purposes;
 - (n) public offices;
 - (o) halls for commercial hire;
 - (p) Mixed businesses/milkbars (those operating in residential type zones under the Ballarat Planning Scheme and non conforming residential/milkbar properties within industrial zones under the Ballarat Planning Scheme, 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 as offices, including but not limited to properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and insurance agencies.
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	2017/18 \$'000	2018/19 \$'000	Change %
New borrowings (other than refinancing)	5,000	10,000	100.0%
Amount to be redeemed	3,816	4,073	6.7%
Amount borrowed as at 30 June	53,148	52,700	-0.8%

Grants	2017/18 \$	2018/19 \$'000	Change \$'000
Operating Grants:			
- Recurrent			
Fire Services Levy Grant	66	65	(1)
Victorian Grants Commission	12,297	6,006	(6,291)
Local Laws	240	367	127
Tourism, Arts & Culture	280	255	(25)
Active Ageing	5,056	3,301	(1,755)
Positive Ageing	0	5	5
Family & Children Services	4,611	4,388	(223)
Emergency Management	76	60	(16)
Learning & Diversity	806	819	13
	23,432	15,266	(8,166)
- Non-Recurrent			
Parks & Reserves	0	8	8
	0	8	8
	23,432	15,274	-8,158
Capital Grants			
- Recurrent			
Federal Roads to Recovery	1,000	1,000	0
Federal Blackspot	1,000	600	(400)
	2,000	1,600	-400
- Non-Recurrent			
Sports & Recreation Projects	0	211	211
SSRIP Safer Cyclists & Pedestrian	0	6,000	6,000
Bridge Rehabilitation	0	750	750
Waste to Energy	0	5,000	5,000
	0	11,961	11,961
	2,000	13,561	11,561

Summary of planned human resource expenditure				
	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs - operating	64,786	68,407	68,264	69,997
Employee costs - capital	2,443	2,493	2,543	2,593
Total staff expenditure	67,229	70,900	70,807	72,590
	FTE	FTE	FTE	FTE
Staff numbers				
- Full Time	515.00	520.00	525.00	530.00
- Part Time	157.47	159.04	160.63	162.24
- Casual	24.70	24.70	24.70	24.70
Total staff numbers	697.17	703.74	710.33	716.94

	2018/19	2019/20	2020/21	2021/22
	FTE	FTE	FTE	FTE
CEO				
- 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
	1.00	1.00	1.00	1.00
Innovation & Organisation Improvement				
- Full Time	25.00	25.00	25.00	25.00
- Part Time	2.72	2.75	2.78	2.81
- Casual	0.50	0.51	0.52	0.53
	28.22	28.26	28.30	28.34
Business Services				
- Full Time	58.00	59.00	60.00	61.00
- Part Time	3.88	3.92	3.96	4.00
- Casual	0.00	0.00	0.00	0.00
	61.88	62.92	63.96	65.00
Infrastructure and Environment				
- Full Time	283.00	286.00	289.00	292.00
- Part Time	24.33	24.57	24.82	25.07
- Casual	0.00	0.00	0.00	0.00
	307.33	310.57	313.82	317.07
Development and Planning				
- Full Time	51.00	52.00	53.00	54.00
- Part Time	8.97	9.06	9.15	9.24
- Casual	3.00	3.03	3.06	3.09
	62.97	64.09	65.21	66.33
Community and Development				
- Full Time	97.00	97.00	97.00	97.00
- Part Time	117.57	118.74	119.92	121.12
- Casual	21.20	21.16	21.12	21.08
	235.77	236.90	238.04	239.20
	697.17	703.74	710.33	716.94

Comprehensive Income Statement					
For the four years ending 30 June					
2022					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue:					
Rates and charges	110,387	115,761	119,813	124,006	128,346
Statutory fees and fines	3,805	3,969	3,816	3,855	3,894
User fees	23,503	24,206	25,132	25,140	25,609
Grants - operating	25,921	15,274	22,206	18,643	18,898
Grants - capital	21,488	13,561	1,847	1,884	1,922
Contributions - monetary	3,164	8,859	12,179	13,133	13,479
Contributions - non-monetary	31,271	22,402	18,458	16,794	18,586
Net gain/(loss) on disposal or property, infrastructure, plant and equipment	886	0	0	0	0
Other Income	5,526	3,754	3,845	3,922	4,000
Total income	225,951	207,786	207,295	207,376	214,734
Expense:					
Employee costs	59,627	64,786	68,407	68,264	69,997
Materials and services	61,483	63,691	65,637	67,880	70,200
Bad and doubtful debts	1,303	460	469	478	488
Depreciation and amortisation	31,807	32,649	33,302	33,968	34,647
Borrowing costs	2,211	2,000	2,198	1,954	1,958
Other Expense	3,377	2,032	2,079	2,121	2,163
Total expenses	159,808	165,618	172,092	174,665	179,453
Surplus/(deficit) for the year	66,143	42,168	35,203	32,711	35,281
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	66,143	42,168	35,203	32,711	35,281

Balance Sheet					
For the four years ending 30 June 2022					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	88,895	35,856	35,746	34,897	32,406
Trade and other receivables	9,837	10,845	11,444	12,064	12,706
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	1,836	1,836	1,836	1,836	1,836
Total current assets	100,568	48,537	49,026	48,797	46,948
Non-current assets					
Trade and other receivables	4	13	13	13	13
Investments in associates and joint ventures	0	0	0	0	0
Property, infrastructure, plant & equipment	1,561,894	1,661,532	1,691,037	1,721,976	1,758,106
Investment property	83	83	83	83	83
Intangible assets	0	0	0	0	0
Total non-current assets	1,561,981	1,661,628	1,691,133	1,722,072	1,758,202
Total assets	1,662,549	1,710,165	1,740,159	1,770,869	1,805,150
Liabilities					
Current liabilities					
Trade and other payables	11,714	9,374	9,374	9,374	9,374
Trust funds and deposits	6,195	4,983	4,983	4,983	4,983
Provisions	14,504	14,104	14,104	14,104	14,104
Interest-bearing loans and borrowings	4,073	5,210	5,348	4,950	5,572
Total current liabilities	36,486	33,671	33,809	33,411	34,033
Non-current liabilities					
Provisions	5,310	5,710	5,710	5,710	5,710
Interest-bearing loans and borrowings	39,627	47,490	42,142	40,540	38,918
Total non-current liabilities	44,937	53,200	47,852	46,250	44,628
Total liabilities	81,423	86,871	81,661	79,661	78,661
Net assets	1,581,126	1,623,294	1,658,497	1,691,208	1,726,489
Equity					
Accumulated surplus	932,484	974,652	1,009,855	1,042,566	1,077,847
Reserves	591,874	591,874	591,874	591,874	591,874
Total equity	1,524,358	1,566,526	1,601,729	1,634,440	1,669,721

Statement of Changes in Equity				
For the four years ending 30 June				
2022				
	Total	Accumulated	Revaluation	Other
	\$'000	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000
2019				
Balance at beginning of the financial year	1,524,358	932,484	586,578	5,296
Surplus/(deficit) for the year	42,168	42,168	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	1,566,526	974,652	586,578	5,296
2020				
Balance at beginning of the financial year	1,566,526	974,652	586,578	5,296
Surplus/(deficit) for the year	35,203	35,203	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	1,601,729	1,009,855	586,578	5,296
2021				
Balance at beginning of the financial year	1,601,729	1,009,855	586,578	5,296
Surplus/(deficit) for the year	32,711	32,711	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	1,634,440	1,042,566	586,578	5,296
2022				
Balance at beginning of the financial year	1,634,440	1,042,566	586,578	5,296
Surplus/(deficit) for the year	35,281	35,281	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	1,669,721	1,077,847	586,578	5,296
Reserve Funds				
- Balance Bought Forward	1,985	4,489	1,103	1,103
- Correction b/w forecast & actual	0	0	0	0
- Developers Contributions	2,504	(3,386)	0	0
- Transfers to/from operations	0	0	0	0
Total Reserve Funds	4,489	1,103	1,103	1,103

Statement of Capital Works					
For the four years ending 30 June 2022					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	250	3,367	0	0	17,501
Land improvements	0	0	0	0	0
Total land	250	3,367	0	0	17,501
Buildings	0	4,776	9,890	10,479	0
Heritage buildings	6,783	0	0	0	0
Building improvements	18,120	13,842	3,207	3,271	3,337
Leasehold improvements	0	0	0	0	0
Total buildings	24,903	18,618	13,097	13,750	3,337
Total property	25,153	21,985	13,097	13,750	20,838
Plant and equipment					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	3,285	3,490	3,378	3,445	3,514
Fixtures, fittings and furniture	54	0	0	0	0
Computers and telecommunications	3,705	6,291	1,885	1,923	1,962
Library books	337	379	386	394	402
Total plant and equipment	7,381	10,160	5,649	5,762	5,878
Infrastructure					
Roads	24,148	13,473	13,014	13,274	13,540
Bridges	300	964	218	223	227
Footpaths and cycleways	646	1,183	1,207	1,231	1,256
Drainage	1,361	1,276	1,302	1,328	1,354
Recreational, leisure and community facilities	30,045	15,749	3,622	3,735	3,849
Waste management	2,325	1,028	2,529	2,580	2,631
Parks, open space and streetscapes	2,634	5,325	1,105	1,127	1,039
Aerodromes	0	0	0	0	0
Off street car parks	270	0	0	0	0
Other infrastructure	11,103	30,271	1,717	1,752	1,787
Total infrastructure	72,832	69,269	24,714	25,250	25,683
Total capital works expenditure	105,366	101,414	43,460	44,762	52,399
Represented by:					
New asset expenditure	30,236	25,254	10,912	11,521	18,564
Asset renewal expenditure	44,255	51,827	23,506	24,018	24,428
Asset expansion expenditure	2,306	0	0	0	0
Asset upgrade expenditure	28,569	24,333	9,042	9,223	9,407
Total capital works expenditure	105,366	101,414	43,460	44,762	52,399

Statement of Cash Flows					
For the four years ending 30 June 2022					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	110,429	115,083	119,214	123,386	127,704
Statutory fees and fines	3,764	3,969	3,816	3,855	3,894
User fees	27,434	24,206	25,132	25,140	25,609
Grants - operating	26,024	15,274	22,206	18,643	18,898
Grants - capital	34,774	13,561	1,847	1,884	1,922
Contributions - monetary	3,197	8,859	10,634	11,542	11,840
Interest received	2,028	1,500	1,545	1,591	1,639
Trust funds and deposits taken	2,642	0	0	0	0
Other receipts	3,732	2,254	3,845	3,922	4,000
Net GST refund / payment	9,812	0	0	0	0
Employee costs	(60,266)	(65,872)	(70,900)	(70,807)	(72,590)
Materials and services	(78,818)	(66,496)	(63,144)	(65,337)	(67,607)
Trust funds and deposits repaid	0	0	0	0	0
Other payments	(2,632)	(2,492)	(2,548)	(2,599)	(2,651)
Net cash provided by/(used in) operating activities	82,120	49,846	51,647	51,220	52,658
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(64,790)	(110,185)	(44,655)	(48,426)	(52,509)
Proceeds from sale of property, infrastructure, plant and equipment	1,132	300	306	312	318
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0
Loan and advances made	8	0	0	0	0
Payments of loans and advances	0	0	0	0	0
Net cash provided by/ (used in) investing activities	(63,650)	(109,885)	(44,349)	(48,114)	(52,191)
Cash flows from financing activities					
Finance costs	(2,211)	(2,000)	(2,198)	(1,954)	(1,958)
Proceeds from borrowings	0	13,073	0	3,348	3,950
Repayment of borrowings	(4,394)	(4,073)	(5,210)	(5,348)	(4,950)
Net cash provided by/(used in) financing activities	(6,605)	7,000	(7,408)	(3,955)	(2,958)
Net increase/(decrease) in cash & cash equivalents	11,865	(53,039)	(110)	(849)	(2,491)
Cash and cash equivalents at the beginning of the financial year	77,030	88,895	35,856	35,746	34,897
Cash and cash equivalents at the end of the financial year	88,895	35,856	35,746	34,897	32,406

CITY OF BALLARAT 2018/19 REVISED BUDGET

Summary of planned capital works expenditure									
	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
2018/19	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	3,367	3,367	0	0	0	0	0	3,367	0
Land improvements	0	0	0	0	0	0	0	0	0
Total land	3,367	3,367	0	0	0	0	0	3,367	0
Buildings	4,776	4,378	300	98	0	0	0	4,776	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	13,842	21	9,218	4,603	0	0	0	13,842	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total buildings	18,618	4,399	9,518	4,701	0	0	0	18,618	0
Total property	21,985	7,766	9,518	4,701	0	0	0	21,985	0
Plant and equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,490	15	445	3,030	0	0	0	3,490	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	6,291	0	3,347	2,944	0	0	0	6,291	0
Library books	379	379	0	0	0	0	0	379	0
Total plant and equipment	10,160	394	3,792	5,974	0	0	0	10,160	0
Infrastructure									
Roads	13,473	510	10,787	2,176	0	1,600	0	11,873	0
Bridges	964	0	964	0	0	750	0	214	0
Footpaths and cycleways	1,183	0	918	265	0	0	0	1,183	0
Drainage	1,276	0	1,276	0	0	0	0	1,276	0
Recreational, leisure and community facilities	15,749	0	15,749	0	0	211	0	5,538	10,000
Waste management	1,028	0	338	690	0	0	0	1,028	0
Parks, open space and streetscapes	5,326	0	5,033	293	0	0	635	4,691	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	30,270	16,585	3,451	10,234	0	11,000	0	19,270	0
Total infrastructure	69,269	17,095	38,516	13,658	0	13,561	635	45,073	10,000
Total capital works expenditure	101,414	25,255	51,826	24,333	0	13,561	635	77,218	10,000

CITY OF BALLARAT 2018/19 REVISED BUDGET

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	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0
Buildings	9,890	9,890	0	0	0	0	0	9,890	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	3,207	0	3,207	0	0	0	0	3,207	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total buildings	13,097	9,890	3,207	0	0	0	0	13,097	0
Total property	13,097	9,890	3,207	0	0	0	0	13,097	0
Plant and equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,378	0	287	3,091	0	0	0	3,378	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,885	0	1,036	849	0	0	0	1,885	0
Library books	386	386	0	0	0	0	0	386	0
Total plant and equipment	5,649	386	1,323	3,940	0	0	0	5,649	0
Infrastructure									
Roads	13,015	521	10,275	2,219	0	1,632	1,632	9,751	0
Bridges	218	0	218	0	0	0	0	218	0
Footpaths and cycleways	1,207	0	936	271	0	0	0	1,207	0
Drainage	1,302	0	1,302	0	0	0	0	1,302	0
Recreational, leisure and community facilities	3,622	0	3,622	0	0	215	215	3,192	0
Waste management	2,529	0	344	2,185	0	0	0	2,529	0
Parks, open space and streetscapes	1,104	0	806	298	0	0	0	1,104	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	1,717	115	1,473	129	0	0	0	1,717	0
Total infrastructure	24,714	636	18,976	5,102	0	1,847	1,847	21,020	0
Total capital works expenditure	43,460	10,912	23,506	9,042	0	1,847	1,847	39,766	0

CITY OF BALLARAT 2018/19 REVISED BUDGET

Summary of planned capital works expenditure									
	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
2020/21	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0
Buildings	10,479	10,479	0	0	0	0	0	10,479	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	3,271	0	3,271	0	0	0	0	3,271	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total buildings	13,750	10,479	3,271	0	0	0	0	13,750	0
Total property	13,750	10,479	3,271	0	0	0	0	13,750	0
Plant and equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,445	0	293	3,152	0	0	0	3,445	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,923	0	1,057	866	0	0	0	1,923	0
Library books	394	394	0	0	0	0	0	394	0
Total plant and equipment	5,762	394	1,350	4,018	0	0	0	5,762	0
Infrastructure									
Roads	13,274	531	10,479	2,264	0	1,665	1,665	9,944	0
Bridges	223	0	223	0	0	0	0	223	0
Footpaths and cycleways	1,231	0	955	276	0	0	0	1,231	0
Drainage	1,328	0	1,328	0	0	0	0	1,328	0
Recreational, leisure and community facilities	3,735	0	3,735	0	0	220	220	3,295	0
Waste management	2,580	0	351	2,229	0	0	0	2,580	0
Parks, open space and streetscapes	1,127	0	823	304	0	0	0	1,127	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	1,752	117	1,503	132	0	0	0	1,752	0
Total infrastructure	25,250	648	19,397	5,205	0	1,885	1,885	21,480	0
Total capital works expenditure	44,762	11,521	24,018	9,223	0	1,885	1,885	40,992	0

CITY OF BALLARAT 2018/19 REVISED BUDGET

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
2021/22									
Property									
Land	17,501	17,501	0	0	0	0	0	17,501	0
Land improvements	0	0	0	0	0	0	0	0	0
Total land	17501	17501	0	0	0	0	0	17501	0
Buildings	0	0	0	0	0	0	0	0	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	3,337	0	3,337	0	0	0	0	3,337	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total buildings	3,337	0	3,337	0	0	0	0	3,337	0
Total property	20,838	17,501	3,337	0	0	0	0	20,838	0
Plant and equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,515	0	299	3,216	0	0	0	3,515	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,961	0	1,078	883	0	0	0	1,961	0
Library books	402	402	0	0	0	0	0	402	0
Total plant and equipment	5,878	402	1,377	4,099	0	0	0	5,878	0
Infrastructure									
Roads	13,542	542	10,690	2,310	0	1,698	1,698	10,146	0
Bridges	227	0	227	0	0	0	0	227	0
Footpaths and cycleways	1,255	0	974	281	0	0	0	1,255	0
Drainage	1,354	0	1,354	0	0	0	0	1,354	0
Recreational, leisure and community facilities	3,849	0	3,849	0	0	224	224	3,401	0
Waste management	2,631	0	358	2,273	0	0	0	2,631	0
Parks, open space and streetscapes	1,039	0	729	310	0	0	0	1,039	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	1,786	119	1,533	134	0	0	0	1,786	0
Total infrastructure	25,683	661	19,714	5,308	0	1,922	1,922	21,839	0
Total capital works expenditure	52,399	18,564	24,428	9,407	0	1,922	1,922	48,555	0

CITY OF BALLARAT 2018/19 REVISED BUDGET

Capital Works Program										
For the Year Ended 30 June 2019										
	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings	
2018/19	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
DCP-Land - Council	3,367	3,367	0	0	0	0	0	3,367	0	
Total land	3,367	3,367	0	0	0	0	0	3,367	0	
Buildings										
Building improvements										
Facility Renewal Program	2,734	0	2,734	0	0	0	0	2,734	0	
Girrabanya Upgrade	369	0	0	369	0	0	0	369	0	
Lucas Community Hub	21	21	0	0	0	0	0	21	0	
Civic Hall	4,234	0	0	4,234	0	0	0	4,234	0	
Her Majesty Theatre - Major Works	6,484	0	6,484	0	0	0	0	6,484	0	
Buildings										
Gate Keepers Cottage	300	0	300	0	0	0	0	300	0	
Town Hall - Living Heritage	98	0	0	98	0	0	0	98	0	
DCP-Construction-Council	4,378	4,378	0	0	0	0	0	4,378	0	
Total buildings	18,618	4,399	9,518	4,701	0	0	0	18,618	0	
Total property	21,985	7,766	9,518	4,701	0	0	0	21,985	0	
Plant and equipment										
BAC Programmable Assets & Equipment	364	0	364	0	0	0	0	364	0	
Parking Meter Replacement Program	82	0	82	0	0	0	0	82	0	
Plant, machinery and equipment	3,030	0	0	3,030	0	0	0	3,030	0	
Eureka Centre Equipment	15	15	0	0	0	0	0	15	0	
Computers and telecommunications										
Desktop Replacement Program	1,331	0	1,331	0	0	0	0	1,331	0	
Home carers - Hand Held PDA	0	0	0	0	0	0	0	0	0	
IT Infrastructure	2,016	0	2,016	0	0	0	0	2,016	0	
IT System Development	2,944	0	0	2,944	0	0	0	2,944	0	
Library books										
Library books	379	379	0	0	0	0	0	379	0	
Total plant and equipment	10,161	394	3,793	5,974	0	0	0	10,161	0	

CITY OF BALLARAT 2018/19 REVISED BUDGET

Capital Works Program										
For the Year Ended 30 June 2019										
		Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings	
2018/19	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure										
Roads										
Federal Blackspot Funding	1,000	0	0	1,000	0	1,000	0	0	0	0
Federal Roads to Recovery Funding	1,030	0	1,030	0	0	1,030	0	0	0	0
Major New Capital Road Projects	510	510	0	0	0	0	0	510	0	0
Major Infrastructure Renewal Project	8,498	0	8,498	0	0	0	0	8,498	0	0
Major Rural Roads Infrastructure Works	1,260	0	1,260	0	0	0	0	1,260	0	0
Minor Road improvements /upgrades	1,177	0	0	1,177	0	0	0	1,177	0	0
Bridges										
Bridge Rehabilitation	214	0	214	0	0	0	0	214	0	0
Bridges	750	0	750	0	0	750	0	0	0	0
Footpaths and cycleways										
Bicycle Paths	367	0	367	0	0	0	0	367	0	0
Bicycle Strategy Projects	265	0	0	265	0	0	0	265	0	0
Footpath Works	551	0	551	0	0	0	0	551	0	0
Drainage										
Drainage Projects	827	0	827	0	0	0	0	827	0	0
Kerb and channelling	449	0	449	0	0	0	0	449	0	0
Recreational, leisure and community facilities										
Lake Wendouree Infrastructure Works	223	0	223	0	0	0	0	223	0	0
Outdoor Pools	141	0	141	0	0	0	0	141	0	0
Recreation Capital Improvement Program	15,385	0	15,385	0	0	211	0	5,174	10,000	0
Parks, open space and streetscapes										
Ballarat Botanical Gardens Program	61	0	61	0	0	0	0	61	0	0
Ballarat West Employment Zone	4,240	0	4,240	0	0	0	0	4,240	0	0
City Entrances	165	0	165	0	0	0	0	165	0	0
Median Strip Landscaping Project	106	0	106	0	0	0	0	106	0	0
Parks Development Program	293	0	293	0	0	0	293	0	0	0
Playground Improvement Program	61	0	61	0	0	0	61	0	0	0
Playspace Planning Framework	281	0	0	281	0	0	281	0	0	0
Public Place Recycling	11	0	0	11	0	0	0	11	0	0
Street Irrigation Project	104	0	104	0	0	0	0	104	0	0

CITY OF BALLARAT 2018/19 REVISED BUDGET

Capital Works Program									
2018/19									
	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
2018/19	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other infrastructure									
Social Infrastructure Capital Improvement Program	1,798	0	1,798	0	0	0	0	1,798	0
Bus Shelter repair and replacement	163	0	163	0	0	0	0	163	0
Fernery	1,209	0	1,209	0	0	0	0	1,209	0
Land Development Council Contribution	104	0	0	104	0	0	0	104	0
Monument Renewal Program	113	0	113	0	0	0	0	113	0
Public Art Program	216	216	0	0	0	0	0	216	0
School Crossing Supervisor Shelters	23	0	0	23	0	0	0	23	0
Sebastopol Library	2,056	0	0	2,056	0	0	0	2,056	0
Street Furniture Renewal Program	169	0	169	0	0	0	0	169	0
Waste to Energy	10,000	10,000	0	0	0	5,000	0	5,000	0
SSRIP Safer Cyclists & Pedestrian	6,325	6,325	0	0	0	6,325	0	0	0
Wendouree Sports & Events Centre	6,551	0	0	6,551	0	0	0	6,551	0
Marveloo	44	44	0	0	0	0	0	44	0
CBD Parking Action Plan	1,500	0	0	1,500	0	0	0	1,500	0
Waste Management						0	0	0	0
Landfill Upgrade	690	0	0	690	0	0	0	690	0
Replacement Bins Program	338	0	338	0	0	0	0	338	0
Total infrastructure	69,268	17,095	38,515	13,658	0	14,316	635	44,317	10,000
Total capital works expenditure	101,414	25,255	51,826	24,333	0	14,316	635	76,463	10,000

2018/19 Capital Project Budget

Project Description	Gross \$
BAC Programmable Assets & Equipment	363,755
Social Infrastructure Capital Improvement Program	1,797,683
Ballarat Botanical Gardens Program	61,200
Ballarat West Employment Zone	4,241,996
Bicycle Paths	367,200
Bicycle Strategy Projects	265,200
Bridge Rehabilitation	214,200
Bus Shelter repair and replacement	163,200
City Entrances	165,485
Desktop Replacement Program	1,331,217
Drainage Projects	827,220
Facility Renewal Program	2,733,988
Federal Blackspot Funding	1,000,000
Federal Roads to Recovery Funding	1,029,840
Fernery	1,209,282
Footpath Works	550,800
Girrabanya Upgrade	368,850
Home carers - Hand Held PDA	0
IT Infrastructure	2,015,796
IT System Development	2,943,872
Kerb and channelling	448,800
Lake Wendouree Infrastructure Works	223,348
Land Development Council Contribution	104,040
Landfill Upgrade	690,325
Library Books	378,741
Lucas Community Hub	20,753
Major New Capital Road Projects	510,000
Major Infrastructure Renewal Project	8,497,564
Major Rural Roads Infrastructure Works	1,259,891
Median Strip Landscaping Project	106,121
Minor Road improvements /upgrades	1,176,060
Monument Renewal Program	112,529
Outdoor Pools	140,662
Parking Meter Replacement Program	81,600
Parks Development Program	292,577
Plant, machinery and equipment	3,030,081

Playground Improvement Program	61,200
Playspace Planning Framework	281,324
Public Art Program	215,587
Public Place Recycling	11,253
Recreation Capital Improvement Program	15,385,148
Replacement Bins Program	337,589
School Crossing Supervisor Shelters	22,506
Sebastopol Library	2,056,382
Street Furniture Renewal Program	168,795
Street Irrigation Project	104,040
Waste to Energy	10,000,000
Civic Hall	4,234,029
Her Majesty Theatre - Major Works	6,484,028
SSRIP Safer Cyclists & Pedestrian	6,325,017
Gate Keepers Cottage	300,000
Bridges	750,000
Wendouree Sports & Events Centre	6,551,269
Town Hall - Living Heritage	97,500
Marveloo	44,296
Eureka Centre Equipment	14,629
CBD Parking Action Plan	1,500,000
DCP-Construction-Council	4,378,405
DCP-Land - Council	3,366,950
	101,413,823

Performance Indicators		Forecast		Strategic Resource Plan		
Indicator	Measure	Actual 2017/18	Budget 2018/19	Projections		
				2019/20	2020/21	2021/22
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	6.01%	-1.63%	1.56%	0.51%	0.72%
Liquidity						
Working capital	Current assets / Current liabilities	276%	144%	145%	146%	138%
Unrestricted cash	Unrestricted cash / Current liabilities	227%	92%	91%	90%	81%
Obligations						
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	40%	46%	40%	37%	35%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	6%	5%	6%	6%	5%
Indebtedness	Non-current liabilities / Own source revenue	26%	33%	27%	26%	25%
Asset Renewal	Asset renewal expenses / Depreciation	139%	159%	71%	71%	71%
Stability						
Rates concentration	Rate revenue / Adjusted underlying revenue	65%	71%	69%	71%	71%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.61%	0.60%	0.60%	0.60%	0.60%
Efficiency						
Expenditure level	Total expenditure / no. property assessments	307%	323%	330%	330%	334%
Revenue level	Residential rate revenue / No. of residential property assessments	1,384	1,411	1,439	1,467	1,496
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	6.10%	6.10%	6.10%	6.10%	6.10%