



CITY OF BALLARAT
Financial Plan
2021–2031





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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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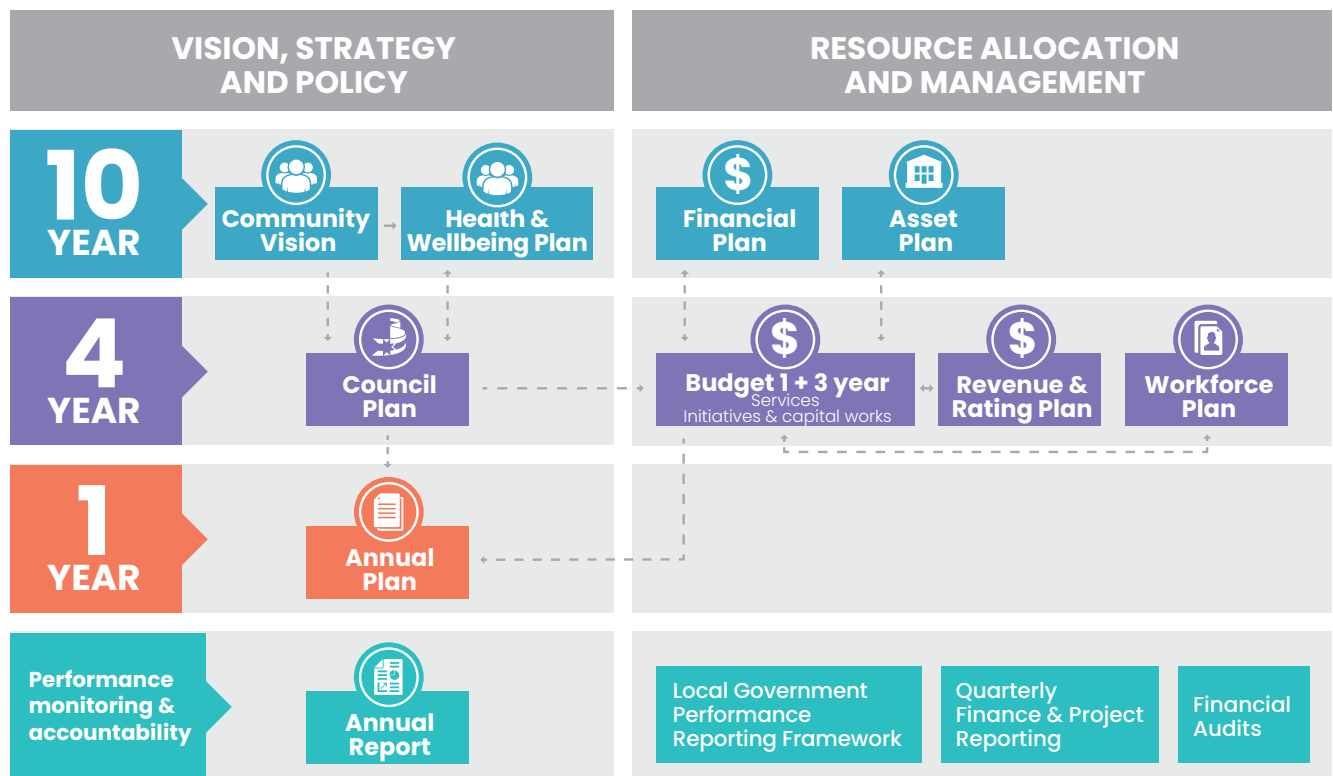
1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting Framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.

The following table (on page 5) provides an overview of the core legislated elements of an Integrated Strategic Planning and Reporting Framework and outcomes.

> City of Ballarat Integrated Strategic Planning Framework



Source: Department of Jobs, Precincts and Regions, Financial Plan, Better Practice Guide - <https://www.localgovernment.vic.gov.au/strengthening-councils/sector-guidance-planning-and-reporting>

ELEMENT	OVERVIEW	OUTCOME
<p>Community Vision 10-year aspiration for the community</p>	<p>A community vision reflects a consensus view of the future community wants and needs, and the high level actions required to achieve desired outcomes.</p> <p>Vision statements reflect shared values and aspirations and create active tension between the current and desired future state.</p>	<p>There is a consensus view of the desired future (10+ years) for the community and potential pathway to achieve this.</p> <p>Intended directions, pathways and investments have legitimacy.</p> <p>Council's jurisdiction and targets for advocacy are understood.</p> <p>There is an understanding of community, civil society and broader partnerships required to achieve the Vision.</p>
<p>Financial Plan 10-year financial framework to support achievement of Community Vision and Council Plan</p> <p>Asset Plan 10-year asset management framework to support achievement of Community Vision and Council Plan</p>	<p>A Financial Plan is used by Council, community and the organisation to ensure the long-term viability and sustainability of the Council. It supports the achievement of the Community Vision and establishes investment and spending thresholds.</p> <p>The Asset Plan ensures effective management and stewardship of community assets.</p>	<p>Improved understanding of Council's capability to achieve its vision.</p> <p>Clear view of the fiscal capacity and constraints of Council.</p> <p>Financial risk and potential areas of volatility are managed.</p> <p>Council Plan, strategies, programs and projects can be resourced.</p> <p>Council is a trusted and responsible steward and community assets meet future community needs.</p>
<p>Council Plan 4-year plan to support achievement of Community Vision strategic objectives, major initiatives, strategies and indicators</p> <p>Revenue and Rating Plan 4-year plan to support achievement of Community Vision and Council Plan</p>	<p>Council Plan outlines the agenda for a new Council and supports the achievement of the Community Vision through strategic objectives and strategies.</p> <p>Revenue and Rating Plan outlines a medium-term view of how Council will raise revenue to support activities and achievement of Council Plan strategies and objectives.</p>	<p>Council owns the Council Plan and the community is clear on its strategic direction.</p> <p>There is clarity on how strategic objectives will be achieved and consistency with available resources.</p> <p>There is alignment with, and progress towards, the Community Vision.</p> <p>It is clear how Council will collect revenue to support activities.</p>
<p>Annual Budget 1 + 3-year budget supporting Council Plan delivery, includes description of services, major initiatives and performance measures</p> <p>Workforce Plan 4-year plan reflecting organisational structure and staffing requirements to support delivery of Council Plan</p>	<p>Council will develop and adopt a budget each year that describes in more detail the way in which revenue will be raised and expenditure directed.</p> <p>The budget must include 3-year financial projections as well as description of services, major initiatives and performance measures.</p> <p>The CEO must prepare and maintain a 4-year Workforce Plan.</p>	<p>Strategies and initiatives to achieve Council Plan are clearly articulated, mapped and resourced.</p> <p>Programs and initiatives have quality and cost standards.</p> <p>Resources (including people) required to deliver on commitments are understood.</p> <p>The community had an opportunity for deliberative engagement.</p>
<p>Annual Report Report on operation including implementation of Council Plan and major initiatives, service performance indicators, Financial Performance Statements</p> <p>LGPRF Local Government Performance Reporting Framework</p>	<p>The Council is accountable for its performance through the Annual Report, Local Government Performance Reporting Framework and mandatory quarterly financial reports that are presented to Council.</p> <p>Many Councils develop and maintain additional mechanisms to ensure public accountability, these include: quarterly reporting on achievement of capital works and Council Plan initiatives, routine reporting on project, program and policy initiatives.</p>	<p>Transparent monitoring of financial, service and program performance.</p> <p>Improved accountability to Council and community for achievement of objectives.</p> <p>Improvement opportunities captured and incorporated into planning.</p>

> 1.1 Strategic Planning Principles

The Financial Plan provides a 10-year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) The Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring and reviews to identify and adapt to changing circumstances.

> 1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Budgeted Balance Sheet.
 - c) the beneficial enterprises of Council (where appropriate).
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Plan Statements)

> 1.3 Engagement Principles

Council has developed the following consultation process in line with Council's Community Engagement Policy to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared taking into consideration strategic discussions undertaken during the deliberative process conducted in developing the Community Vision, Council Plan and Financial Plan.
- b) Draft Financial Plan endorsed to be placed on public exhibition at (August) Council meeting for a period of 14 days and calling for public submissions.
- c) Community engagement is conducted using local news outlets and social media.
- d) Hearing of any public submissions to the Financial Plan (September).
- e) Draft Financial Plan, including any revisions, presented to (October) Council meeting for adoption.

> 1.4 Service Performance Principles

Council services are designed to be purposeful, targeted to community needs and provide value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

> 1.5 Asset Plan Integration

At the time of preparing this Financial Plan, Council is in the process of developing its first Asset Plan as required under Section 92 of the *Local Government Act 2020*.

Under this section, Council is required to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. This initial plan must be adopted by 30 June 2022, with subsequent plans to be adopted by 31 October in the year following a general election.

Integration to the Asset Plan must be a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan will identify the operational and strategic practices which will ensure that Council

manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, will provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions. As a starting point, the first four years of the Financial Plan represent the financial projections and assumptions adopted in Council's 2021/22 four-year budget with the following amendment

The first four years of the Financial Plan represent the financial projections and assumptions adopted in Council's 2021/22 four-year budget, with minor adjustments to capital works based on updated asset renewal demand.

It is important to note that at the time of preparing the Financial Plan, and the 2021/22 budget, Council had not yet completed some key strategic documents including the Asset Plan (due by 30 June 2022) and Workforce Plan (due by 31 December 2021). The Asset Plan will give further consideration to the specific new capital works required for Council and consider what further opportunities there may be to seek grant funding for eligible projects.

It is acknowledged that the development of the Finance Plan will be an iterative process with the document to be reviewed and updated annually in line with changes in the four-year budget and to reflect critical strategies such as the Asset Plan and Workforce Plan.

> 2.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

The targets outlined in the table on page 9 reflect what is widely considered best practice as City of Ballarat do not currently have documented targets relating to these indicators.

> 2.1 Financial Policy Statements

Policy Statement	Measure	Target*	Forecast Actual										
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent underlying surplus results	Adjusted underlying result greater than \$0	\$0	\$1,931	\$6,798	\$5,988	\$2,987	\$9,039	\$7,906	\$5,356	\$6,235	\$8,157	\$13,242	\$12,375
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / current liabilities greater than 1.25	1.25	2.74	1.44	1.16	1.31	1.00	1.38	1.51	1.33	1.59	1.98	2.27
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / depreciation above 100%	100%	128%	191%	156%	109%	89%	100%	101%	104%	106%	104%	106%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / rate revenue to remain below 60%	60%	32%	27%	23%	20%	18%	8%	13%	11%	10%	8%	7%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	168%	32%	1%	13%	27%	3%	10%	31%	53%	79%	107%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital outlays as a % of own source revenue to remain above 30%	30%	48%	72%	43%	32%	28%	33%	32%	33%	24%	23%	24%

The above indicators demonstrate that Council remains in a financially sustainable position for the term of the plan, with consistent adjusted underlying surpluses and an improving cash and working capital balance over the ten years.

**The targets outlined in the table above equal the targets contained in Local Government Victoria's Financial Plan - Better Practice Guide, which reflect what is widely considered best practice, as City of Ballarat do not currently have documented targets relating to these indicators.*

> 2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Council Plan.

The strategic actions are included in the Financial Plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

1. Ensure Council reduces the asset renewal gap and the asset renewal indicator achieves a minimum of 100 per cent (asset renewal and upgrade as a percentage of depreciation)
2. Rolling service review program to ensure best value to community.
3. Deliver infrastructure works that provide for our growing community including requirements of developer contribution plans.
4. Ensure appropriate provision of facilities to ensure we can responsibly manage waste streams
5. Delivery of the Bakery Hill Urban Renewal Plan (\$15m commitment)

6. Advocate for and seek grant funding to support our future capital needs. In particular, the following projects will rely on grant funding to be delivered:

- **Art Gallery Ballarat Collection Store**
(\$5m 100% grant funded)
2025/26 Financial Year
- **New Animal Shelter**
(\$3m 100% grant funded)
2025/26 Financial Year

> 2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

> 2.3 Assumptions to the Financial Plan Statement

Assumption	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.50%	1.50%	1.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
General rates (rate cap)	1.50%	1.50%	1.50%	1.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Supplementary rates (\$'000)	1,616	1,694	1,745	1,798	2,487	2,594	2,706	2,822	2,943	3,070
Statutory fees and fines	9.14%	2.14%	1.52%	1.51%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
User fees	1.50%	1.50%	1.50%	1.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Grants - operating	1.50%	1.50%	1.50%	1.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Grants - capital (\$'000)	33,500	24,692	21,033	12,533	20,006	14,458	14,156	13,217	12,571	14,178
Contributions - monetary (\$'000)	17,569	15,625	9,405	14,392	8,864	4,190	3,699	4,459	5,944	2,403
Contributions - non-monetary (\$'000)	27,455	22,550	24,881	25,613	18,926	24,844	19,495	15,555	14,650	13,179
Employee costs	5.49%	2.26%	1.12%	1.20%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%
FTE	761.35	761.35	761.35	761.35	766.35	771.35	776.35	781.35	786.35	791.35

2.3.1 Rates and charges

Based on the expected Consumer Price Index (CPI) and State Government rate cap, general rates will increase by an average of 1.5% for the first four years of the plan. In addition, supplementary rates (new growth properties) are expected to total 1.5% of general rates each year.

Following the initial four year period, general rates are forecast to increase by an average 2.25% per annum for the remaining years of the long term Financial Plan, with supplementary rates expected to total 2.0% of general rates each year.

These assumption will vary year on year based on rate caps set by the State Government and any future potential associated rate cap variation requests. This was the best information available at the time of preparing the Plan.

2.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI.

2.3.3 User fees

Revenue from user fees is projected to increase by 9.14% for the 2021/22 year. This is due to the impact closures relating to COVID-19 had on the amount of user fees generated during 2020/21. Facilities such as Ballarat Aquatic and Lifestyle Centre, Her Majesty's Theatre and child care centres were closed for extended periods of time during 2020/21.

Increases in individual user fees throughout the period of the plan are expected to be consistent with CPI. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges which is adopted in conjunction with the budget.

2.3.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by an amount approximating CPI.

2.3.5 Contributions

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

2.3.6 Other income

Revenue from other income mainly comprises property rental received from the hire of Council buildings and investment income.

2.3.7 Employee costs

The 2021/22 year includes a 5.49% increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Bargaining Agreement, movement within band levels, as well as a further 2.16 Full Time Equivalent (FTE) staff.

As Council works through the process of developing a workforce plan in 2021/22 it has taken a conservative approach in assuming that FTE will remain steady at 761.35 for the first four years of the plan, with moderate annual increases in employee costs - 2.26%, 1.12%, 1.20% respectively over the years 2022/23 to 2024/25.

The ensuing years, from 2025/26 to 2030/31, assume an increase of 5 FTE per year to accommodate the growing community and corresponding demand for services. The annual increase in employee costs totals 3.9% per annum, which provides for annual EBA increases, movements within band levels as well as the additional 5 FTE to meet the increasing demand for existing services.

2.3.8 Materials and services

Materials costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths. Other associated costs included under this category are utilities, materials for the supply of Meals on Wheels and consumable items for a range of services. Council also uses external expertise on a range of matters, including legal services and audit. These costs are projected to increase by CPI levels year on year.

The 2021/22 materials and services budget of \$81m includes an additional \$4m relating to the increase in the EPA Landfill Levy, which is a compulsory amount collected for and then paid to the State Government. Materials and Services steadily increase to \$88.5m in 2024/25, before increasing by an average of 2.25% p.a. from 2025/26.

2.3.9 Depreciation & amortisation

Depreciation estimates have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

2.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Strategy.

2.3.11 Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

> 2.4 Other Matters impacting the 10-year financial projections

Description of the current challenges and expected future events likely to impact the Financial Plan projections.

Completion of Asset Plan

Once the Asset Plan is finalised and adopted it will provide additional information relating to the level of funding required for Community Assets. Current modelling is based on broad estimates and expenditure commitments relating to development. An Asset Plan must be adopted by 30 June 2022.

Completion of Workforce Plan

Council is in the process of developing a Workforce Plan which will outline the future demands of the City of Ballarat workforce. This plan will need to address how Council is going to meet the additional demand for services resulting from the growth the city is experiencing. Currently, Council has assumed it can meet this demand within existing resources for the first four years of the Financial Plan. It has assumed FTE will remain at 761 from 2021/22 through to 2024/25.

It will be essential that this Financial Plan be reviewed in 2022, following the development and adoption of these two key strategic documents.



3. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

> 3.1 Comprehensive Income Statement

Ballarat City Council Budgeted Comprehensive Income Statement

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	126,665	134,030	137,674	141,659	145,684	151,611	157,297	163,535	170,028	176,789	183,828
Statutory fees and fines	4,969	5,423	5,539	5,623	5,708	5,836	5,968	6,102	6,239	6,380	6,523
User fees	16,420	20,428	25,564	25,995	26,819	27,422	28,039	28,670	29,315	29,975	30,649
Grants - operating	24,931	25,325	24,412	24,730	25,128	25,693	26,271	26,863	27,467	28,085	28,717
Grants - capital	27,760	33,500	24,692	21,033	12,533	20,006	14,458	14,156	13,217	12,571	14,178
Contributions - monetary	9,936	17,569	15,625	9,405	14,392	8,864	4,190	3,699	4,459	5,944	2,403
Contributions - non-monetary	33,332	27,455	22,550	24,881	25,613	18,926	24,844	19,495	15,555	14,650	13,179
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	1,200	200	200	200	200	200	200	200	200	200
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of investment property	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	2,752	2,605	2,624	2,644	2,669	2,712	2,756	2,801	2,848	2,895	2,943
Total Income	246,765	267,535	258,880	256,170	258,746	261,271	264,024	265,522	269,329	277,488	282,621

Ballarat City Council
Budgeted Comprehensive Income Statement (continued)

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses											
Employee costs	(69,015)	(72,803)	(74,450)	(75,283)	(76,186)	(79,157)	(82,244)	(85,452)	(88,785)	(92,247)	(95,845)
Materials and services	(69,879)	(81,414)	(85,884)	(86,272)	(88,535)	(90,527)	(92,564)	(94,647)	(96,776)	(98,954)	(101,180)
Depreciation	(39,867)	(41,420)	(41,430)	(41,961)	(42,492)	(44,158)	(44,905)	(45,767)	(46,531)	(46,150)	(46,417)
Amortisation - intangible assets	-	-	-	-	-	-	-	-	-	-	-
Amortisation - right of use assets	-	-	-	-	-	-	-	-	-	-	-
Bad and doubtful debts	(529)	(747)	(757)	(762)	(762)	(512)	(648)	(631)	(649)	(672)	(696)
Borrowing costs	(1,900)	(1,563)	(1,358)	(1,149)	(1,100)	(777)	(691)	(862)	(771)	(684)	(593)
Finance costs - leases	-	-	-	-	-	-	-	-	-	-	-
Other expenses	(2,552)	(1,835)	(1,771)	(1,842)	(2,486)	(2,028)	(1,972)	(2,016)	(2,712)	(2,228)	(2,155)
Total expenses	(183,742)	(199,782)	(205,650)	(207,269)	(211,561)	(217,074)	(223,195)	(229,284)	(236,136)	(240,843)	(246,886)
Surplus/(deficit) for the year											
	63,023	67,753	53,230	48,901	47,185	44,112	41,000	36,147	33,106	36,553	35,734
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods:											
Net asset revaluation increment / (decrement)	-	-	-	-	-	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	63,023	67,753	53,230	48,901	47,185	44,112	41,000	36,147	33,106	36,553	35,734

> 3.2 Balance Sheet

**Ballarat City Council
Budgeted Balance Sheet**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	100,247	47,195	33,986	38,663	50,404	39,985	46,955	38,120	47,911	63,916	76,248
Trade and other receivables	12,673	12,526	11,769	11,007	10,245	13,867	13,604	14,011	14,342	14,808	15,210
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	400	400	400	400	400	400	400	400	400	400	400
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187
Total current assets	114,507	61,308	47,342	51,257	62,236	55,439	62,146	53,718	63,840	80,311	93,045
Non-current assets											
Trade and other receivables	746	746	746	746	746	746	746	746	746	746	746
Investments in associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	1,924,358	2,042,038	2,105,251	2,147,893	2,180,707	2,217,190	2,261,086	2,303,106	2,324,557	2,342,945	2,364,195
Right-of-use assets	2,834	2,125	1,416	707	2,834	2,126	1,417	709	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-	-
Intangible asset	-	-	-	-	-	-	-	-	-	-	-
Landfill rehabilitation intangible asset	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	1,927,938	2,044,909	2,107,413	2,149,346	2,184,287	2,220,061	2,263,249	2,304,560	2,325,303	2,343,691	2,364,941
Total assets	2,042,445	2,106,217	2,154,755	2,200,603	2,246,523	2,275,500	2,325,395	2,358,279	2,389,144	2,424,003	2,457,986

Ballarat City Council
Budgeted Balance Sheet (continued)

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Liabilities											
Current liabilities											
Trade and other payables	9,089	9,089	9,089	9,089	9,089	9,916	10,205	10,480	10,861	11,153	11,480
Trust funds and deposits	11,288	11,788	11,788	11,788	11,788	11,788	11,788	11,788	11,788	11,788	11,788
Provisions	15,560	15,560	15,560	15,560	15,560	15,560	15,560	15,560	15,560	15,560	15,560
Interest-bearing loans and borrowings	4,481	4,692	3,053	1,265	24,417	2,105	2,816	1,899	1,986	2,078	2,173
Lease liabilities	1,302	1,302	1,302	1,302	1,302	723	723	723	-	-	-
Total current liabilities	41,720	42,431	40,792	39,004	62,156	40,092	41,091	40,450	40,196	40,579	41,001
Non-current liabilities											
Provisions	11,729	11,729	11,729	11,729	11,729	11,729	11,729	11,729	11,729	11,729	11,729
Interest-bearing loans and borrowings	35,739	31,047	27,994	26,729	2,312	9,386	18,005	16,106	14,119	12,042	9,869
Lease liabilities	1,591	1,591	1,591	1,591	1,591	1,447	723	-	-	-	-
Total non-current liabilities	49,059	44,367	41,314	40,049	15,632	22,561	30,457	27,835	25,848	23,771	21,598
Total liabilities	90,779	86,798	82,106	79,053	77,788	62,653	71,549	68,285	66,044	64,350	62,599
Net assets											
	1,951,666	2,019,419	2,072,649	2,121,550	2,168,735	2,212,847	2,253,847	2,289,994	2,323,100	2,359,653	2,395,387
Equity											
Accumulated surplus	1,258,327	1,323,030	1,376,260	1,425,161	1,472,346	1,511,444	1,548,254	1,601,603	1,633,608	1,665,213	1,700,330
Reserves	693,339	696,389	696,389	696,389	696,389	701,403	705,593	688,391	689,492	694,440	695,057
Total equity	1,951,666	2,019,419	2,072,649	2,121,550	2,168,735	2,212,847	2,253,847	2,289,994	2,323,100	2,359,653	2,395,387

> 3.3 Statement of Changes in Equity

Ballarat City Council Budgeted Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2020/21				
Balance at beginning of the financial year	1,888,643	1,203,539	674,488	10,616
Surplus/(deficit) for the year	63,023	63,023	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(8,235)	-	8,235
Balance at end of financial year	1,951,666	1,258,327	674,488	18,851
2021/22				
Balance at beginning of the financial year	1,951,666	1,258,327	674,488	18,851
Surplus/(deficit) for the year	67,753	67,753	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(3,050)	-	3,050
Balance at end of financial year	2,019,419	1,323,030	674,488	21,901
2022/23				
Balance at beginning of the financial year	2,019,419	1,323,030	674,488	21,901
Surplus/(deficit) for the year	53,230	53,230	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	2,072,649	1,376,260	674,488	21,901
2023/24				
Balance at beginning of the financial year	2,072,649	1,376,260	674,488	21,901
Surplus/(deficit) for the year	48,901	48,901	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	2,121,550	1,425,161	674,488	21,901
2024/25				
Balance at beginning of the financial year	2,121,550	1,425,161	674,488	21,901
Surplus/(deficit) for the year	47,185	47,185	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	2,168,735	1,472,346	674,488	21,901
2025/26				
Balance at beginning of the financial year	2,168,735	1,472,346	674,488	21,901
Surplus/(deficit) for the year	44,112	44,112	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(5,014)	-	5,014
Balance at end of financial year	2,212,847	1,511,444	674,488	26,915

Ballarat City Council
Budgeted Statement of Changes in Equity (continued)

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2026/27				
Balance at beginning of the financial year	2,212,847	1,511,444	674,488	26,915
Surplus/(deficit) for the year	41,000	41,000	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(4,190)	-	4,190
Balance at end of financial year	2,253,847	1,548,254	674,488	31,105
2027/28				
Balance at beginning of the financial year	2,253,847	1,548,254	674,488	31,105
Surplus/(deficit) for the year	36,147	36,147	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	17,202	-	(17,202)
Balance at end of financial year	2,289,994	1,601,603	674,488	13,903
2028/29				
Balance at beginning of the financial year	2,289,994	1,601,603	674,488	13,903
Surplus/(deficit) for the year	33,106	33,106	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(1,101)	-	1,101
Balance at end of financial year	2,323,100	1,633,608	674,488	15,004
2029/30				
Balance at beginning of the financial year	2,323,100	1,633,608	674,488	15,004
Surplus/(deficit) for the year	36,553	36,553	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(4,948)	-	4,948
Balance at end of financial year	2,359,653	1,665,213	674,488	19,952
2030/31				
Balance at beginning of the financial year	2,359,653	1,665,213	674,488	19,952
Surplus/(deficit) for the year	35,734	35,734	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(617)	-	617
Balance at end of financial year	2,395,387	1,700,330	674,488	20,569

> 3.4 Statement of Cash Flows

Ballarat City Council Budgeted Statement of Cash Flows

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)										
Cash flows from operating activities											
Rates and charges	126,365	133,730	137,674	141,659	145,684	149,637	156,686	162,814	169,250	176,005	183,013
Statutory fees and fines	4,969	5,423	5,539	5,623	5,708	6,336	6,543	6,688	6,837	6,992	7,149
User fees	16,120	20,128	25,564	25,995	26,819	29,769	30,743	31,422	32,123	32,851	33,591
Grants - operating	24,931	25,325	24,412	24,730	25,128	25,356	26,186	26,764	27,362	27,982	28,611
Grants - capital	27,760	33,500	24,692	21,033	12,533	19,744	14,720	14,136	13,231	12,573	14,058
Contributions - monetary	9,936	17,569	15,625	9,405	14,392	8,864	4,190	3,699	4,459	5,944	2,403
Interest received	750	750	750	750	750	750	750	750	750	750	750
Dividends received	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits taken	600	500	-	-	-	-	-	-	-	-	-
Other receipts	2,002	1,855	1,874	1,894	1,919	2,889	2,880	2,636	2,688	2,843	2,841
Net GST refund / payment	10,487	10,173	10,573	10,281	10,386	10,003	11,655	12,285	10,995	10,647	11,490
Employee costs	(69,015)	(72,803)	(74,450)	(75,283)	(76,186)	(78,795)	(82,075)	(85,289)	(88,589)	(92,057)	(95,648)
Materials and services	(90,541)	(91,587)	(96,252)	(96,139)	(98,458)	(99,125)	(101,698)	(104,001)	(106,310)	(108,718)	(111,164)
Short-term, low value and variable lease payments	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-
Other payments	(2,552)	(1,835)	(1,771)	(1,842)	(2,486)	(2,221)	(2,172)	(2,215)	(2,940)	(2,480)	(2,375)
Net cash provided by/(used in) operating activities	61,812	82,728	74,230	68,106	66,189	73,206	68,408	69,687	69,855	73,332	74,720

Ballarat City Council
Budgeted Statement of Cash Flows (continued)

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)										
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(76,387)	(130,936)	(81,384)	(59,013)	(51,820)	(67,326)	(69,794)	(74,561)	(57,110)	(55,097)	(60,157)
Proceeds from sale of property, infrastructure, plant and equipment	-	1,200	200	200	200	440	440	440	440	440	440
Payments for investment property	-	-	-	-	-	-	-	-	-	-	-
Proceeds from investment property	-	-	-	-	-	-	-	-	-	-	-
Payments for intangible assets	-	-	-	-	-	-	-	-	-	-	-
Proceeds from intangible assets	-	-	-	-	-	-	-	-	-	-	-
Payments for investments	-	-	-	-	-	-	-	-	-	-	-
Proceeds from investments	-	-	-	-	-	-	-	-	-	-	-
Loan and advances made	-	-	-	-	-	-	-	-	-	-	-
Repayments of loans and advances	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	(76,387)	(129,736)	(81,184)	(58,813)	(51,620)	(66,886)	(69,354)	(74,121)	(56,670)	(54,657)	(59,717)
Cash flows from financing activities											
Finance costs	(1,776)	(1,563)	(1,563)	(1,563)	(1,563)	(777)	(691)	(862)	(771)	(684)	(593)
Proceeds from borrowings	-	-	-	-	-	9,561	11,912	-	-	-	-
Repayment of borrowings	(5,206)	(4,481)	(4,692)	(3,053)	(1,265)	(24,800)	(2,582)	(2,816)	(1,899)	(1,986)	(2,078)
Interest paid - lease liability	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities	-	-	-	-	-	(723)	(723)	(723)	(723)	-	-
Net cash provided by/(used in) financing activities	(6,982)	(6,044)	(6,255)	(4,616)	(2,828)	(16,739)	7,916	(4,401)	(3,394)	(2,671)	(2,671)
Net increase/(decrease) in cash & cash equivalents	(21,557)	(53,052)	(13,209)	4,677	11,741	(10,419)	6,970	(8,835)	9,791	16,005	12,332
Cash and cash equivalents at the beginning of the financial year	121,804	100,247	47,195	33,986	38,663	50,404	39,985	46,955	38,120	47,911	63,916
Cash and cash equivalents at the end of the financial year	100,247	47,195	33,986	38,663	50,404	39,985	46,955	38,120	47,911	63,916	76,248

> 3.5 Statement of Capital Works

Ballarat City Council Budgeted Capital Works Statement

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	1,000	10,000	-	-	-	-	-	-	-	-	-
Land improvements	-	200	500	500	-	-	-	-	-	-	-
Total land	1,000	10,200	500	500	-	-	-	-	-	-	-
Buildings	2,064	6,196	5,950	1,000	3,000	21,352	10,961	13,942	3,590	3,665	3,747
Heritage buildings	2,250	3,117	5,500	2,000	-	-	500	-	621	-	656
Building improvements	5,840	9,511	5,101	4,495	4,330	3,000	3,000	3,584	3,584	3,665	3,747
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	10,154	18,824	16,551	7,495	7,330	24,352	14,461	17,526	7,796	7,330	8,151
Total property	11,154	29,024	17,051	7,995	7,330	24,352	14,461	17,526	7,796	7,330	8,151
Plant and equipment											
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	4,058	5,379	3,472	3,522	3,572	3,470	3,525	3,506	3,584	3,665	3,747
Fixtures, fittings and furniture	20	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	2,104	5,542	1,870	1,630	1,630	1,750	2,000	2,337	2,390	2,443	2,498
Library books	449	414	420	426	432	440	450	467	478	489	500
Total plant and equipment	6,631	11,335	5,762	5,578	5,634	5,660	5,975	6,310	6,452	6,597	6,745

Ballarat City Council
Budgeted Capital Works Statement (continued)

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure											
Roads	23,213	33,841	25,394	23,020	24,783	17,551	30,674	28,227	21,519	19,566	20,773
Bridges	173	377	382	482	489	420	588	605	621	638	656
Footpaths and cycleways	779	2,479	2,463	916	936	1,458	918	605	1,242	638	1,312
Drainage	976	3,680	4,898	1,416	934	1,112	605	605	1,242	1,277	1,312
Recreational, leisure and community facilities	21,625	27,460	4,854	5,411	5,357	2,291	2,353	4,232	3,727	4,468	5,902
Waste management	4,227	4,068	6,434	4,554	3,679	4,013	2,942	4,837	4,970	5,106	5,246
Parks, open space and streetscapes	1,622	7,588	1,281	2,070	2,098	3,820	4,353	4,232	3,727	3,830	3,935
Aerodromes	80	-	5,000	5,000	-	-	-	-	-	-	-
Off street car parks	600	2,070	-	-	-	-	-	-	-	-	-
Other infrastructure	5,308	9,014	7,864	2,571	581	529	580	605	621	638	656
Total infrastructure	58,603	90,577	58,570	45,440	38,857	31,193	43,012	43,946	37,670	36,161	39,792
Total capital works expenditure	76,388	130,936	81,383	59,013	51,821	61,206	63,449	67,782	51,919	50,088	54,688
Represented by											
New asset expenditure	25,384	51,751	16,659	13,405	13,913	17,561	18,687	20,901	3,358	1,890	5,393
Asset renewal expenditure	46,723	63,049	50,774	38,608	37,908	42,499	43,291	44,463	46,076	45,645	46,672
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	4,281	16,136	13,950	7,000	-	1,145	1,471	2,418	2,485	2,553	2,623
Total capital works	76,388	130,936	81,383	59,013	51,821	61,206	63,449	67,782	51,919	50,088	54,688
Funding sources represented by											
Grants	27,760	39,304	24,692	21,033	15,033	20,006	14,458	14,156	13,217	12,571	14,178
Contributions	-	-	1,000	-	-	850	-	-	-	-	-
Council Cash	39,159	87,507	55,691	37,980	36,788	30,788	37,079	53,627	38,701	37,517	40,510
Borrowings	9,469	4,125	-	-	-	9,561	11,912	-	-	-	-
Total capital works expenditure	76,388	130,936	81,383	59,013	51,821	61,206	63,449	67,782	51,919	50,088	54,688

> 3.6 Statement of Human Resources

Ballarat City Council Budgeted Statement of Human Resources

For the four years ending 30 June 2025	Forecast Actual	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	(67,635)	(71,347)	(72,961)	(73,777)	(74,662)	(77,574)	(80,599)	(83,743)	(87,009)	(90,402)	(93,928)
Employee costs - capital	(1,380)	(1,456)	(1,489)	(1,506)	(1,524)	(1,583)	(1,645)	(1,709)	(1,776)	(1,845)	(1,917)
Total staff expenditure	(69,015)	(72,803)	(74,450)	(75,283)	(76,186)	(79,157)	(82,244)	(85,452)	(88,785)	(92,247)	(95,845)
Staff numbers											
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Employees	761	761	761	761	761	766	771	776	781	786	791
Total staff numbers	761	761	761	761	761	766	771	776	781	786	791

> 3.7 Planned Human Resource Expenditure

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CEO Department										
Permanent - full time	3,456	3,497	3,539	3,582	3,700	3,822	4,047	4,182	4,320	4,583
Female	1,758	1,779	1,800	1,822	1,882	1,944	2,008	2,075	2,143	2,214
Male	1,612	1,631	1,651	1,671	1,726	1,783	1,842	1,903	1,966	2,151
Self-described gender	-	-	-	-	-	-	99	102	105	109
Vacant	86	87	88	89	92	95	98	102	106	109
Permanent - part time	369	373	378	382	486	597	617	639	765	791
Female	369	373	378	382	395	408	421	435	449	464
Male	-	-	-	-	91	94	98	102	210	217
Self-described gender	-	-	-	-	-	95	98	102	106	109
Vacant	-	-	-	-	-	-	-	-	-	-
Total CEO Department	3,825	3,870	3,917	3,964	4,186	4,419	4,664	4,821	5,085	5,374
Community Wellbeing Department										
Permanent - full time	12,698	12,850	13,005	13,161	13,595	14,139	14,725	15,212	15,698	16,371
Female	8,231	8,330	8,430	8,531	8,812	9,103	9,404	9,714	10,019	10,349
Male	3,109	3,146	3,184	3,222	3,329	3,438	3,671	3,793	3,918	4,203
Self-described gender	-	-	-	-	-	95	98	102	106	109
Vacant	1,358	1,374	1,391	1,407	1,454	1,502	1,551	1,603	1,656	1,710
Permanent - part time	9,099	9,208	9,319	9,431	9,833	10,158	10,493	10,927	11,392	11,768
Female	8,023	8,119	8,217	8,315	8,590	8,873	9,166	9,468	9,781	10,104
Male	658	666	674	682	704	728	752	863	892	921
Self-described gender	-	-	-	-	91	94	98	102	210	217
Vacant	418	423	428	433	448	462	478	493	510	526
Total Community Wellbeing Department	21,797	22,059	22,323	22,591	23,428	24,296	25,218	26,138	27,090	28,139

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Services Department										
Permanent - full time	7,331	7,419	7,508	7,598	7,849	8,108	8,375	8,771	9,167	9,469
Female	2,327	2,355	2,383	2,412	2,491	2,574	2,659	2,866	2,960	3,058
Male	4,008	4,056	4,105	4,154	4,291	4,433	4,579	4,730	4,886	5,047
Self-described gender	-	-	-	-	-	-	-	-	106	109
Vacant	996	1,008	1,020	1,032	1,066	1,102	1,138	1,175	1,214	1,254
Permanent - part time	456	461	467	473	580	694	792	819	846	958
Female	456	461	467	473	488	504	521	538	556	659
Male	-	-	-	-	91	94	173	178	184	190
Self-described gender	-	-	-	-	-	95	98	102	106	109
Vacant	-	-	-	-	-	-	-	-	-	-
Total Corporate Services Department	7,787	7,880	7,975	8,071	8,428	8,802	9,167	9,590	10,012	10,428
Development and Growth Department										
Permanent - full time	11,379	11,516	11,654	11,794	12,183	12,585	13,110	13,645	14,222	14,560
Female	5,210	5,273	5,336	5,400	5,578	5,762	5,952	6,149	6,479	6,561
Male	5,108	5,169	5,231	5,294	5,469	5,649	5,946	6,142	6,345	6,554
Self-described gender	-	-	-	-	-	-	-	102	105	109
Vacant	1,061	1,074	1,087	1,100	1,136	1,173	1,212	1,252	1,293	1,336
Permanent - part time	3,951	3,998	4,046	4,095	4,321	4,545	4,695	4,937	5,100	5,360
Female	2,853	2,887	2,922	2,957	3,055	3,155	3,259	3,367	3,478	3,593
Male	948	959	971	983	1,015	1,129	1,166	1,291	1,334	1,470
Self-described gender	-	-	-	-	91	94	98	102	105	109
Vacant	150	152	154	155	161	166	171	177	183	189
Total Development and Growth Department	15,330	15,514	15,700	15,889	16,504	17,130	17,805	18,582	19,322	19,920

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure and environment										
Permanent - full time	20,390	20,635	20,882	21,133	21,830	22,660	23,498	24,274	25,179	26,134
Female	2,570	2,601	2,632	2,664	2,752	2,952	3,139	3,243	3,470	3,708
Male	14,793	14,971	15,150	15,332	15,838	16,361	16,900	17,458	18,019	18,614
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant	3,027	3,063	3,100	3,137	3,241	3,348	3,458	3,572	3,690	3,812
Permanent - part time	620	627	635	643	755	780	806	833	861	889
Female	303	307	310	314	324	335	346	358	369	382
Male	282	285	289	292	302	312	322	333	344	355
Self-described gender	-	-	-	-	91	94	98	102	105	109
Vacant	35	35	36	36	37	39	40	41	43	44
Total infrastructure and environment	21,010	21,262	21,517	21,775	22,585	23,440	24,304	25,107	26,040	27,023
Casuals, temporary and other expenditure	1,799	2,594	2,565	2,595	2,681	2,769	2,860	2,960	3,058	3,267
Casuals, temporary and other expenditure	1,255	1,270	1,285	1,301	1,344	1,388	1,434	1,587	1,639	1,694
Total staff expenditure	72,803	74,449	75,283	76,186	79,157	82,244	85,452	88,785	92,247	95,845

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
CEO Department										
Permanent - full time	26	26	26	26	26	26	27	27	27	28
Female	15	15	15	15	15	15	15	15	15	15
Male	10	10	10	10	10	10	10	10	10	11
Self-described gender	-	-	-	-	-	-	1	1	1	1
Vacant	1	1	1	1	1	1	1	1	1	1
Permanent - part time	5	5	5	5	6	7	7	7	8	8
Female	5	5	5	5	5	5	5	5	5	5
Male	-	-	-	-	1	1	1	1	2	2
Self-described gender	-	-	-	-	-	1	1	1	1	1
Vacant	-	-	-	-	-	-	-	-	-	-
Total CEO Department	31	31	31	31	32	33	34	34	35	36
Community Wellbeing Department										
Permanent - full time	119	119	119	119	119	120	121	121	121	122
Female	81	81	81	81	81	81	81	81	81	81
Male	25	25	25	25	25	25	26	26	26	27
Self-described gender	-	-	-	-	-	1	1	1	1	1
Vacant	13	13	13	13	13	13	13	13	13	13
Permanent - part time	102	102	102	102	103	103	103	104	105	105
Female	88	88	88	88	88	88	88	88	88	88
Male	9	9	9	9	9	9	9	10	10	10
Self-described gender	-	-	-	-	1	1	1	1	2	2
Vacant	5	5	5	5	5	5	5	5	5	5
Total Community Wellbeing Department	221	221	221	221	222	223	224	225	226	227

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Corporate Services Department										
Permanent - full time	69	69	69	69	69	69	69	70	71	71
Female	23	23	23	23	23	23	23	24	24	24
Male	33	33	33	33	33	33	33	33	33	33
Self-described gender	-	-	-	-	-	-	-	-	1	1
Vacant	13	13	13	13	13	13	13	13	13	13
Permanent - part time	7	7	7	7	8	9	10	10	10	11
Female	7	7	7	7	7	7	7	7	7	8
Male	-	-	-	-	1	1	2	2	2	2
Self-described gender	-	-	-	-	-	1	1	1	1	1
Vacant	-	-	-	-	-	-	-	-	-	-
Total Corporate Services Department	76	76	76	76	77	78	79	80	81	82
Development and Growth Department										
Permanent - full time	105	105	105	105	105	105	106	107	108	107
Female	50	50	50	50	50	50	50	50	51	50
Male	44	44	44	44	44	44	45	45	45	45
Self-described gender	-	-	-	-	-	-	-	1	1	1
Vacant	11	11	11	11	11	11	11	11	11	11
Permanent - part time	52	52	52	52	53	54	54	55	55	56
Female	37	37	37	37	37	37	37	37	37	37
Male	13	13	13	13	13	14	14	15	15	16
Self-described gender	-	-	-	-	1	1	1	1	1	1
Vacant	2	2	2	2	2	2	2	2	2	2
Total Development and Growth Department	157	157	157	157	158	159	160	162	163	163

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Infrastructure and environment										
Permanent - full time	241	241	241	241	241	242	243	243	244	245
Female	26	26	26	26	26	27	28	28	29	30
Male	177	177	177	177	177	177	177	177	177	177
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant	38	38	38	38	38	38	38	38	38	38
Permanent - part time	7	7	7	7	8	8	8	8	8	8
Female	4	4	4	4	4	4	4	4	4	4
Male	3	3	3	3	3	3	3	3	3	3
Self-described gender	-	-	-	-	1	1	1	1	1	1
Vacant	-	-	-	-	-	-	-	-	-	-
Total infrastructure and environment	248	248	248	248	249	250	251	251	252	253
Casuals, temporary and other expenditure	15	15	15	15	15	15	15	15	15	16
Casuals, temporary and other expenditure	13	13	13	13	13	13	13	14	14	14
Total staff expenditure	761	761	761	761	766	771	776	781	786	791

4. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

> Financial Performance Indicators

Indicator	Measure	Forecast Actual	Budget	Projections										Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+ / O / -	
Operating position														
Adjusted underlying result	Adjusted underlying surplus (deficit) / adjusted underlying revenue	1.0%	3.3%	2.8%	1.4%	4.1%	3.5%	2.3%	2.6%	3.3%	5.2%	4.8%	+	
Liquidity														
Working capital	Current assets / current liabilities	274.5%	144.5%	116.1%	131.4%	100.1%	138.3%	151.2%	132.8%	158.8%	197.9%	226.9%	+	
Unrestricted cash	Unrestricted cash / current liabilities	168.0%	31.8%	0.7%	12.8%	26.9%	3.2%	9.9%	30.7%	52.5%	79.3%	107.0%	+	
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	31.8%	26.7%	22.6%	19.8%	18.4%	7.7%	13.5%	11.2%	9.6%	8.1%	6.7%	+	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	5.5%	4.5%	4.5%	3.3%	1.9%	17.2%	2.1%	2.3%	1.6%	1.5%	1.5%	+	
Indebtedness	Non-current liabilities / own source revenue	32.5%	27.1%	24.1%	22.7%	8.6%	13.0%	16.6%	14.7%	13.1%	11.4%	10.1%	+	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	127.9%	191.2%	156.2%	108.7%	89.2%	100.5%	101.3%	104.0%	106.0%	104.4%	106.2%	o	

> Financial Performance Indicators (continued)

Indicator	Measure	Forecast Actual	Budget	Projections									Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+ / O / -
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	68.1%	64.8%	65.0%	67.3%	66.0%	68.6%	68.9%	69.3%	69.6%	70.0%	70.3%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.6%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	o
Efficiency													
Expenditure level	Total expenses/ no. of property assessments	\$3,341	\$3,568	\$3,546	\$3,513	\$3,526	\$3,561	\$3,604	\$3,652	\$3,705	\$3,723	\$3,758	+
Revenue level	Total rate revenue / no. of property assessments	\$1,936	\$1,979	\$1,956	\$1,969	\$1,981	\$1,993	\$2,005	\$2,017	\$2,029	\$2,041	\$2,054	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	o
Sustainable Capacity													
Population	Total expenses/ municipal population	\$1,649.97	\$1,794.00	\$1,846.70	\$1,861.24	\$1,899.78	\$1,754.58	\$1,774.31	\$1,796.33	\$1,821.05	\$1,828.18	\$1,845.48	o
Population	Value of infrastructure / municipal population	\$17,280.36	\$18,330.74	\$18,918.56	\$19,295.11	\$19,608.88	\$16,696.12	\$16,623.52	\$16,508.87	\$16,309.08	\$16,089.11	\$15,899.91	o
Population	Municipal population / kilometres of local roads	76.2	76.2	76.2	76.2	76.2	77.9	78.1	78.3	78.5	78.8	79.0	o
Own-source revenue	Own source revenue / municipal population	\$1,354.21	\$1,469.87	\$1,540.94	\$1,581.53	\$1,626.06	\$1,581.45	\$1,577.86	\$1,604.65	\$1,641.96	\$1,685.21	\$1,692.88	o
Recurrent grants	Recurrent grants / municipal population	\$223.88	\$227.41	\$219.21	\$222.07	\$225.64	\$230.63	\$232.14	\$233.67	\$235.21	\$236.74	\$238.48	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

5. Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

> 5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2022 is \$35.7 million, including a \$23.1m interest only loan due for repayment in 2025/26.

Repayment of this \$23.1m loan in 2025/26 will significantly reduce available cash. Additional borrowings are projected to be sought to fund Council's contribution to new infrastructure related to development growth in 2025/26 and 2026/27.

Specifically, Council will be required to borrow a further \$21.5m over these two years to meet its commitments under the Ballarat West Development Scheme.

5.1.2 Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

> 5.1.2 Future Borrowing Requirements

	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	45,426	40,220	35,739	31,048	27,995	26,729	11,490	20,820	18,005	16,106	14,119
Plus new loans	-	-	-	-	-	9,561	11,912	-	-	-	-
Less principal repayment	(5,206)	(4,481)	(4,691)	(3,053)	(1,266)	(24,800)	(2,582)	(2,816)	(1,899)	(1,986)	(2,078)
Closing balance	40,220	35,739	31,048	27,995	26,729	11,490	20,820	18,005	16,106	14,119	12,042
Interest payment	(1,776)	(1,563)	(1,563)	(1,563)	(1,563)	(777)	(691)	(862)	(771)	(684)	(593)

5.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

> 5.1.3 Performance Indicators

Performance Indicator	Target *	Forecast	Budget	Projections								
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / rate revenue	Below 60%	31.8%	26.7%	22.6%	19.8%	18.4%	7.7%	13.5%	11.2%	9.6%	8.1%	6.7%
Debt servicing / rate revenue	Below 5%	1.4%	1.2%	1.1%	1.1%	1.1%	0.5%	0.4%	0.5%	0.5%	0.4%	0.3%
Debt commitment / rate revenue	Below 10%	4.9%	3.9%	3.8%	2.8%	1.6%	14.3%	1.8%	1.9%	1.3%	1.3%	1.2%
Indebtedness / own source revenue	Below 60%	32.5%	27.1%	24.1%	22.7%	8.6%	13.0%	16.6%	14.7%	13.1%	11.4%	10.1%

Council maintains its loan borrowing within prudent management limits as demonstrated by the following performance indicators.

**The targets outlined in the table above equal the targets contained in Local Government Victoria's Financial Plan - Better Practice Guide, which reflect what is widely considered best practice, as City of Ballarat do not currently have documented targets relating to these indicators.*

Total borrowings / rate revenue

Total borrowings equate to 26.7% of annual rate revenue at the commencement of this plan in 2021/22 and reduce overall to only 6.7% at the conclusion of the plan. There are a series of loans, totalling \$21.5m, planned for 2025/26 and 2026/27 as detailed in section 5.1.1 above. These borrowings are necessary to support the delivery of Council's capital program.

Debt servicing / rate revenue

This indicator remains at very sustainable levels throughout the 10 year period of the plan, never exceeding 1.5%

Debt commitment / rate revenue

Except for 2025/26, when a \$23.1m interest only loan is due for repayment, this indicator also remains at very sustainable levels, indicating that Council is generating sufficient fund to meet its debt commitments.

Indebtedness / Own source revenue

Non-Current Liabilities equate to 32.5% of Own Source Revenue at the commencement of this plan in 2021/22 and reduce to 10.1% in 2030/31.

> 5.2 Reserves Strategy

Council maintains both statutory and discretionary reserves that acknowledge the receipt of funds from sources to be applied on programs that are consistent with the purpose of that Reserve fund.

Reserves represent a record of future obligations and to efficiently manage the application of these funds, requests for expenditure should form part of the Annual Budget program (and correlated capital program) as approved by Council.

5.2.1 Current Reserves**Subdividers Contributions Reserve**

- Purpose - The Subdividers Contributions Reserve holds funds contributed by landowners for works associated with developing and improving public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.

- Movements - transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund open space capital projects on an as approved basis.

Developer Contributions Reserve

- Purpose – This reserve retains funds received from developers for infrastructure provision related to Council's Development Contributions Plan. Council has one (1) Development Contribution Plan relating to the development in Ballarat West.
- Movements – Transfers from this reserve will be for nominated capital works for Development Infrastructure projects and Community Infrastructure projects. These funds are tied directly to the income received or cash funds refunded to developers for capital works completed directly by the developer.

Asset Realisation Reserve

- Purpose – This reserve retains the proceeds from any sale of surplus land, for the purpose of purchasing other, strategic land. Purchase of land from this reserve can only occur on resolution of Council.
- Movements – This reserve is currently forecast to be fully expended during 2021/22.

Waste Reserve

- Purpose – to fund future infrastructure that supports our transition to a circular economy.
- Movements – This reserve is projected to maintain a balance of \$733k for the term of the Financial Plan.

5.2.2 Reserve Usage Projections

The table on the next page discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity. Restricted reserves are to be included to the disclosure of restricted cash assets.

> 5.2.2 Reserve Usage Projections

Reserves	Restricted / Discretionary	Forecast	Budget	Projections								
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Subdividers Contribution Reserve	Restricted											
Opening balance		1,960	2,960	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		1,000	250	-	-	-	-	-	-	-	-	-
Closing balance		2,960	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210
Development Contributions Reserve	Restricted											
Opening balance		5,276	12,710	17,958	17,958	17,958	17,958	22,972	27,162	9,960	11,061	16,009
Transfer to reserve		9,936	17,569	-	-	-	8,014	4,190	3,699	4,459	5,944	2,403
Transfer from reserve		(2,502)	(12,321)	-	-	-	(3,000)	-	(20,901)	(3,358)	(996)	(1,786)
Closing balance		12,710	17,958	17,958	17,958	17,958	22,972	27,162	9,960	11,061	16,009	16,626
Reserves Summary	Total Restricted											
Opening balance		7,236	15,670	21,168	21,168	21,168	21,168	26,182	30,372	13,170	14,271	19,219
Transfer to reserve		9,936	17,569	-	-	-	8,014	4,190	3,699	4,459	5,944	2,403
Transfer from reserve		(1,502)	(12,071)	-	-	-	(3,000)	-	(20,901)	(3,358)	(996)	(1,786)
Closing balance		15,670	21,168	21,168	21,168	21,168	26,182	30,372	13,170	14,271	19,219	19,836

> 5.2.2 Reserve Usage Projections (continued)

Reserves	Restricted / Discretionary	Forecast	Budget	Projections								
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Waste Reserve	Discretionary											
Opening balance		-	-	733	733	733	733	733	733	733	733	733
Transfer to reserve		-	733	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		-	733	733	733	733	733	733	733	733	733	733
Reserves Summary	Total Discretionary											
Opening balance		-	-	733	733	733	733	733	733	733	733	733
Transfer to reserve		-	733	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		-	733	733	733	733	733	733	733	733	733	733
Reserves Summary	Restricted & Discretionary											
Opening balance		7,236	15,670	21,901	21,901	21,901	21,901	26,915	31,105	13,903	15,004	19,952
Transfer to reserve		9,936	18,302	-	-	-	8,014	4,190	3,699	4,459	5,944	2,403
Transfer from reserve		(1,502)	(12,071)	-	-	-	(3,000)	-	(20,901)	(3,358)	(996)	(1,786)
Closing balance		15,670	21,901	21,901	21,901	21,901	26,915	31,105	13,903	15,004	19,952	20,569



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August 2021