



CITY OF BALLARAT  
**STRATEGIC RESOURCE PLAN**  
2019/20





## 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 2019/20 to 2022/23 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

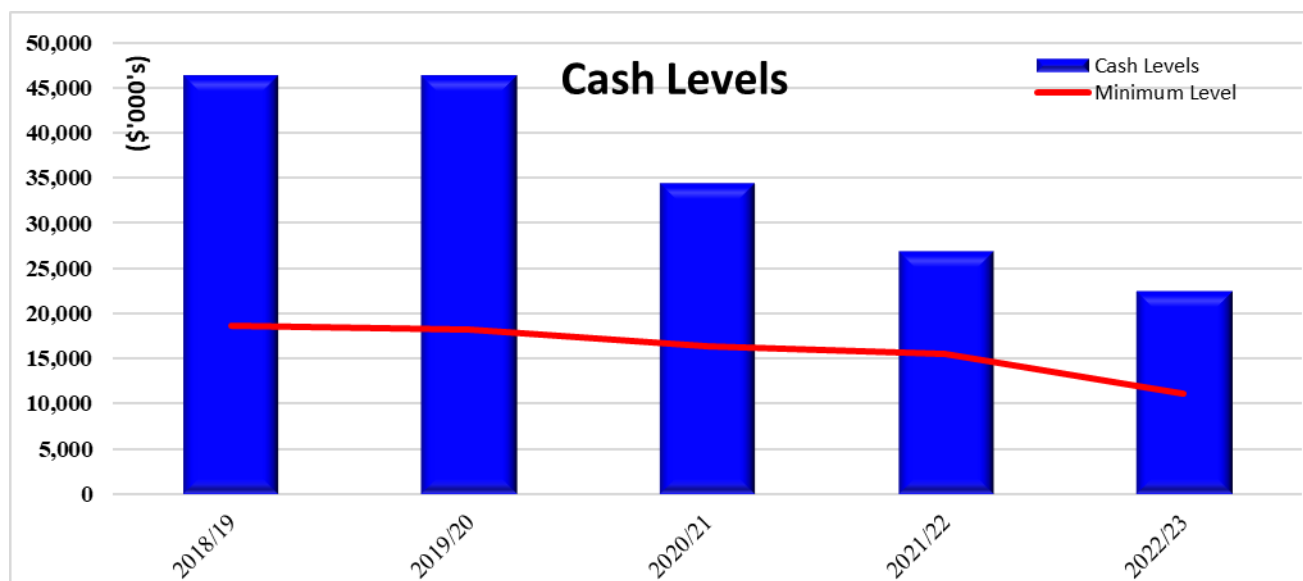
The following table summarises the key financial results for the next four years as set out in the SRP for years 2019/20 to 2022/23.

	Forecast	Budget	Strategic Resource Plan			Trend + / 0 / -
	Actual		Projections			
	2018/19	2019/20	2020/21	2021/22	2022/23	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	44,730	50,648	44,429	41,700	43,338	-
Adjusted underlying result	2,126	8,563	7,652	7,903	8,158	+
Cash and investments balance	46,215	46,229	34,377	26,852	22,369	-
Cash flow from operations	50,449	51,946	57,255	56,661	55,525	o
Capital works expenditure	59,555	62,146	58,163	53,978	0	-
Equity for the year	1,625,856	1,676,504	1,720,933	1,762,633	1,805,971	+
Unrestricted Cash	41,232	41,246	29,394	21,869	17,386	-
Underlying Result	1.3%	4.7%	4.1%	4.1%	4.2%	+
Working Capital Ratio	181.9%	177.9%	147.3%	125.4%	119.6%	-
Unrestricted Cash Ratio	127.4%	123.3%	89.7%	66.2%	55.3%	-
Loan and Borrowings % (Debt to rate revenue)	34.0%	37.2%	32.0%	27.7%	23.4%	-
Indebtedness (%)	24.6%	25.3%	22.6%	19.6%	17.5%	-

## Financial Sustainability

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2019/20 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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



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

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

CITY OF BALLARAT 2019/20 BUDGET

	Forecast		
	Actual	Budget	Variance
	2018/19	2019/20	
	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>			
Rates and charges	115,830	122,164	6,334
Statutory fees and fines	4,535	4,415	(120)
User fees	24,552	24,843	291
Grants - operating	17,422	24,402	6,980
Grants - capital	10,952	2,000	(8,952)
Contributions - monetary	9,049	7,770	(1,279)
Interest received	2,165	1,800	(365)
Trust funds and deposits taken	0	0	0
Other receipts	2,559	2,208	(351)
Net GST refund / payment	0	0	0
Employee costs	(64,552)	(70,119)	(5,567)
Materials and services	(68,144)	(64,449)	3,695
Trust funds and deposits repaid	0	0	0
Other payments	(3,919)	(3,088)	831
<b>Net cash provided by/(used in) operating activities</b>	50,449	51,946	1,497
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	(87,466)	(59,556)	27,910
Proceeds from sale of property, infrastructure, plant and equipment	410	3,350	2,940
Payments for investments	0	0	0
Proceeds from sale of investments	0	0	0
Loan and advances made	0	0	0
Payments of loans and advances	0	0	0
<b>Net cash provided by/ (used in) investing activities</b>	(87,056)	(56,206)	30,850
<b>Cash flows from financing activities</b>			
Finance costs	(2,000)	(1,816)	184
Proceeds from borrowings	0	10,000	10,000
Repayment of borrowings	(4,073)	(3,910)	163
<b>Net cash provided by/(used in) financing activities</b>	(6,073)	4,274	10,347
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	(42,680)	14	42,694
Cash and cash equivalents at the beginning of the financial year	88,895	46,215	(42,680)
<b>Cash and cash equivalents at the end of the financial year</b>	46,215	46,229	14

### Operating activities

Cash inflows from operating activities will increase by \$1.497 million compared to the 2018/19 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
	2018/19	2019/20	
	\$'000	\$'000	\$'000
<b>Surplus (deficit) for the year</b>	<b>44,730</b>	<b>50,648</b>	<b>5,918</b>
Depreciation	30,917	32,411	1,494
Contributions - non-monetary	(22,603)	(32,315)	(9,712)
Loss/(Net gain) on disposal or property, infrastructure, plant and equipment	(27)	0	27
Borrowing costs	2,000	1,816	(184)
Net Movement in current assets and liabilities	(4,568)	(614)	3,954
<b>Cash flows available from operating activities</b>	<b>50,449</b>	<b>51,946</b>	<b>1,497</b>

### Investing activities

The large decrease in investing activities of \$30.850 million relate to the finalisation of several significant capital works programs. The 2019/20 financial year reverts to the core capital program of funding infrastructure renewal.

### Financing activities

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

### Cash and cash equivalents at end of year

Cash is projected to reduce marginally during the 2019/20 financial year by \$0.017 million. A review on cash levels that are required to be held has been undertaken with the decision made to keep cash levels at a minimum whilst ensuring working capital maintains at a level above 100%.

### Restricted and unrestricted cash and investments

	Forecast		
	Actual	Budget	Variance
	2018/19	2019/20	
	\$'000	\$'000	\$'000
<b>Total cash and Investments</b>	<b>46,215</b>	<b>46,229</b>	<b>14</b>
Restricted cash and Investments			
Statutory reserves	(4,746)	(5,963)	(1,217)
Trust funds and deposits	(4,983)	(4,983)	0
<b>Unrestricted cash and investments</b>	<b>36,486</b>	<b>35,283</b>	<b>1,232</b>
Discretionary reserves	(7,598)	(7,498)	0
<b>Unrestricted cash adjusted for discretionary reserves</b>	<b>28,888</b>	<b>27,785</b>	<b>1,232</b>

#### Statutory reserves

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

#### Unrestricted cash and investments

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

#### Discretionary reserves

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

#### Unrestricted cash adjusted for discretionary reserves

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

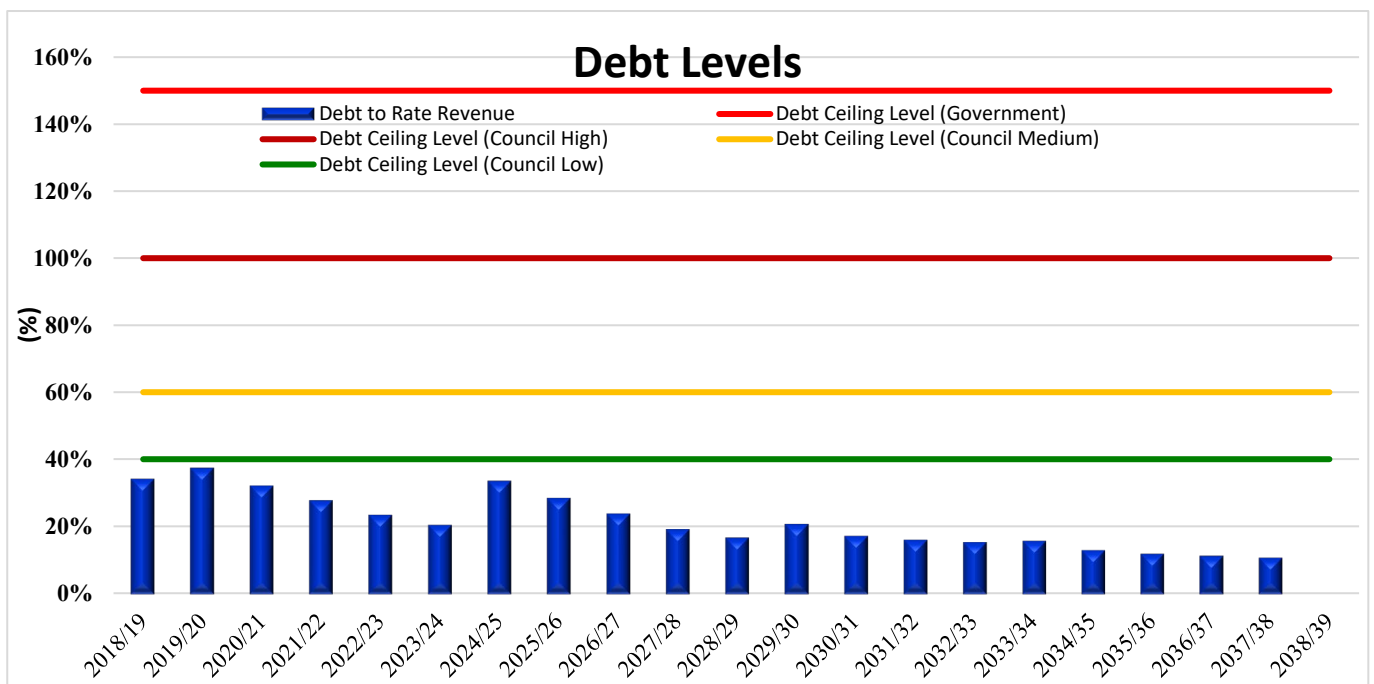
**Borrowing Strategy**

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

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.

Formulating this Strategic Resource Plan Council has formulated the policy that debt levels should be retained within 50% of Rates and Charges

The following graph sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2019.



## Rating levels

### Rating context

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 55% of the total revenue (excluding non monetary income), received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, regarding Council's other sources of income and the planned expenditure on services and works to be undertaken for the Ballarat City Council.

### Future rate and charges

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

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

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

The Minister for Local Government announced that Victorian council rate rises would be capped to 2.5% for 2019/20.

The Ballarat City Council has decided to prepare the 2019/20 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 forecast future rate rises at 2%.

### 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 2019/20 year.

Type of Property	2018/19 \$	2019/20 \$	Change \$
<b>Rate in dollar:</b>			
Residential	0.004159	0.003922	-5.7%
Commercial	0.010764	0.010658	-1.0%
Industrial	0.011432	0.011013	-3.7%
Farm	0.002858	0.002809	-1.7%
Rural residential	0.003630	0.003428	-5.6%
Recreational 1	0.003248	0.003273	0.8%
Recreational 2	0.011432	0.011195	-2.1%
<b>Special Charges:</b>			
Bridge Mall Special Rate	0.002977	0.002948	-1.0%
<b>Service Charge:</b>			
Waste Management Charge	\$ 339.51	\$ 363.10	6.9%
Green Waste Charge	\$ 68.23	\$ 70.30	3.0%

# CITY OF BALLARAT 2019/20 BUDGET

Type of Property	2018/19 \$	2019/20 \$	Change \$
<b>Rates:</b>			
Residential	65,040,154	68,480,875	5.3%
Commercial	19,857,156	21,394,213	7.7%
Industrial	8,999,373	9,296,217	3.3%
Farm	1,674,542	1,672,288	-0.1%
Rural residential	1,157,460	1,194,324	3.2%
Recreational 1	209,604	215,655	2.9%
Recreational 2	207,531	212,728	2.5%
Supplementary Rates	1,457,547	1,537,939	5.5%
	<b>98,603,367</b>	<b>104,004,238</b>	<b>5.5%</b>
<b>Special Charges:</b>			
Bridge Mall Special Rate	148,000	148,000	0.0%
<b>Service Charge:</b>			
Waste Management Charge	15,286,286	16,667,742	9.0%
Green Waste Charge	2,352,933	2,487,917	5.7%
<b>Total Rates and Charges:</b>	<b>116,390,587</b>	<b>123,307,898</b>	<b>5.9%</b>

Type of Property	2018/19	2019/20	Change %
<b>Assessments:</b>			
Residential	47,012	48,313	2.8%
Commercial	2,295	2,340	2.0%
Industrial	1,566	1,599	2.1%
Farm	779	782	0.4%
Rural residential	621	624	0.5%
Recreational 1	63	64	1.6%
Recreational 2	6	6	0.0%
<b>Special Charges:</b>			
Bridge Mall Special Rate	80	80	0.0%
<b>Service Charge:</b>			
Waste Management Charge	45,025	45,904	2.0%
Green Waste Charge	34,487	35,390	2.6%

Type of Property	2018/19 \$	2019/20 \$	Change %
<b>Valuations:</b>			
Residential	15,639,711,430	17,460,702,500	11.6%
Commercial	1,844,854,066	2,007,338,435	8.8%
Industrial	787,209,000	844,113,065	7.2%
Farm	585,963,000	595,332,000	1.6%
Rural residential	318,896,750	348,402,500	9.3%
Recreational 1	64,531,353	65,889,240	2.1%
Recreational 2	18,153,521	19,002,010	4.7%
	<b>19,259,319,120</b>	<b>21,340,779,750</b>	<b>10.8%</b>
<b>Special Charges:</b>			
Bridge Mall Special Rate	49,728,500	50,202,000	1.0%

## 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	2018/19 \$'000	2019/20 \$'000	Change %
New borrowings (other than refinancing)	0	10,000	0.0%
Amount to be redeemed	4,073	3,910	-4.0%
Amount borrowed as at 30 June	39,627	45,717	15.4%

Grants	2018/19 \$'000	2019/20 \$'000	Change \$'000
<b>Operating Grants:</b>			
<b>- Recurrent</b>			
Fire Services Levy Grant	65	65	0
Victorian Grants Commission	6,006	13,041	7,035
Local Laws	367	387	20
Tourism, Arts & Culture	255	269	14
Active Ageing	3,301	4,825	1,524
Positive Ageing	5	0	(5)
Family & Children Services	4,388	4,844	456
Emergency Management	60	60	0
Learning & Diversity	819	755	(64)
	<b>15,266</b>	<b>24,246</b>	<b>8,980</b>
<b>- Non-Recurrent</b>			
Engaged Communities	0	10	
Tourism, Arts & Culture	0	32	
People and Performance	0	15	
Innovation and Org Improvement	0	100	
Parks & Reserves	8	0	(8)
	<b>8</b>	<b>157</b>	<b>149</b>
	<b>15,274</b>	<b>24,403</b>	<b>9,129</b>
<b>Capital Grants</b>			
<b>- Recurrent</b>			
Federal Roads to Recovery	1,000	1,000	0
Federal Blackspot	600	1,000	400
	<b>1,600</b>	<b>2,000</b>	<b>400</b>
<b>- Non-Recurrent</b>			
Sports & Recreation Projects	211	0	(211)
SSRIP Safer Cyclists & Pedestrian	6,000	0	(6,000)
Bridge Rehabilitation	750	0	(750)
Waste to Energy	5,000	0	(5,000)
	<b>11,961</b>	<b>0</b>	<b>-11,961</b>
	<b>13,561</b>	<b>2,000</b>	<b>-11,561</b>



	Forecast	Draft Budget	Strategic Resource Plan Projections		
	Actual		2020/21	2021/22	2022/23
	2018/19	2019/20	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	64,786	<b>67,478</b>	69,906	72,419	75,021
Employee costs - capital	2,443	<b>2,641</b>	2,667	2,694	2,721
<b>Total staff expenditure</b>	<b>67,229</b>	<b>70,119</b>	<b>72,573</b>	<b>75,113</b>	<b>77,742</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
- Full Time	515	<b>488.00</b>	493.00	498.00	503.00
- Part Time	157.47	<b>192.66</b>	194.59	196.54	198.51
- Casual	24.7	<b>61.15</b>	61.15	61.15	61.15
<b>Total staff numbers</b>	<b>697.17</b>	<b>741.81</b>	<b>748.74</b>	<b>755.69</b>	<b>762.66</b>

	Forecast	Draft Budget	Strategic Resource Plan Projections		
	Actual		2020/21	2021/22	2022/23
	2018/19	2019/20	\$'000	\$'000	\$'000
	FTE	FTE	FTE	FTE	FTE
<b>CEO</b>					
- Full Time	1.00	<b>1.00</b>	1.00	1.00	1.00
- Part Time	0.00	<b>0.00</b>	0.00	0.00	0.00
- Casual	0.00	<b>0.00</b>	0.00	0.00	0.00
	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Innovation &amp; Organisation Improvement</b>					
- Full Time	25.00	<b>27.00</b>	27.00	27.00	27.00
- Part Time	2.72	<b>4.44</b>	4.48	4.52	4.57
- Casual	0.50	<b>0.00</b>	0.00	0.00	0.00
	<b>28.22</b>	<b>31.44</b>	<b>31.48</b>	<b>31.52</b>	<b>31.57</b>
<b>Business Services</b>					
- Full Time	58.00	<b>54.00</b>	55.00	56.00	57.00
- Part Time	3.88	<b>9.90</b>	10.00	10.10	10.20
- Casual	0.00	<b>0.00</b>	0.00	0.00	0.00
	<b>61.88</b>	<b>63.90</b>	<b>65.00</b>	<b>66.10</b>	<b>67.20</b>
<b>Infrastructure and Environment</b>					
- Full Time	283.00	<b>265.00</b>	268.00	271.00	274.00
- Part Time	24.33	<b>46.04</b>	46.50	46.97	47.44
- Casual	0.00	<b>13.07</b>	13.20	13.33	13.46
	<b>307.33</b>	<b>324.11</b>	<b>327.70</b>	<b>331.30</b>	<b>334.90</b>
<b>Development and Planning</b>					
- Full Time	51.00	<b>57.00</b>	58.00	59.00	60.00
- Part Time	8.97	<b>9.62</b>	9.72	9.82	9.92
- Casual	3.00	<b>10.16</b>	10.26	10.36	10.46
	<b>62.97</b>	<b>76.78</b>	<b>77.98</b>	<b>79.18</b>	<b>80.38</b>
<b>Community and Development</b>					
- Full Time	97.00	<b>84.00</b>	84.00	84.00	84.00
- Part Time	117.57	<b>122.66</b>	123.89	125.13	126.38
- Casual	21.20	<b>37.92</b>	37.69	37.46	37.23
	<b>235.77</b>	<b>244.58</b>	<b>245.58</b>	<b>246.59</b>	<b>247.61</b>
	<b>697.17</b>	<b>741.81</b>	<b>748.74</b>	<b>755.69</b>	<b>762.66</b>

<b>Comprehensive Income Statement</b>						
For the four years ending 30 June 2023						
		Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue:</b>						
Rates and charges	4.1.1	116,507	122,778	127,075	131,523	136,126
Statutory fees and fines	4.1.2	4,535	4,415	4,459	4,504	4,549
User fees	4.1.3	24,552	24,843	25,340	25,847	26,364
Grants - operating	4.1.4	17,422	24,402	24,646	24,892	25,141
Grants - capital	4.1.4	10,952	2,000	2,000	2,000	2,000
Contributions - monetary	4.1.5	9,049	7,770	12,545	11,114	9,111
Contributions - non-monetary	4.1.5	22,603	32,315	22,232	20,683	24,068
Net gain/(loss) on disposal or property, infrastructure, plant and equipment		27	0	0	0	0
Other Income	4.1.6	4,724	4,008	4,048	4,089	4,129
<b>Total income</b>		210,371	222,531	222,345	224,652	231,489
<b>Expense:</b>						
Employee costs	4.1.7	63,417	67,478	69,906	72,419	75,021
Materials and services	4.1.8	65,388	67,090	69,167	71,018	72,917
Bad and doubtful debts		1,875	1,051	1,072	1,093	1,115
Depreciation and amortisation	4.1.9	30,917	32,411	33,383	34,251	35,142
Borrowing costs		2,000	1,816	2,310	2,051	1,795
Other Expense	4.1.10	2,044	2,037	2,078	2,119	2,162
<b>Total expenses</b>		165,641	171,883	177,916	182,952	188,152
<b>Surplus/(deficit) for the year</b>		44,730	50,648	44,429	41,700	43,338
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment/(decrement)		0	0	0	0	0
Share of other comprehensive income of associates and joint ventures		0	0	0	0	0
<b>Items that may be reclassified to surplus or deficit in future periods</b>		0	0	0	0	0
<b>Total comprehensive result</b>		44,730	50,648	44,429	41,700	43,338

<b>Balance Sheet</b>						
For the four years ending 30 June 2023						
		Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
	Notes	2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		46,215	46,229	34,377	26,852	22,369
Trade and other receivables		10,844	11,458	12,093	12,751	13,432
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
<b>Total current assets</b>	<b>4.2.1</b>	<b>58,895</b>	<b>59,523</b>	<b>48,306</b>	<b>41,439</b>	<b>37,636</b>
<b>Non-current assets</b>						
Trade and other receivables		13	13	13	13	13
Investments in associates and joint ventures		0	0	0	0	0
Property, infrastructure, plant & equipment		1,640,663	1,696,773	1,747,416	1,791,660	1,834,213
Investment property		83	83	83	83	83
Intangible assets		0	0	0	0	0
<b>Total non-current assets</b>	<b>4.2.1</b>	<b>1,640,759</b>	<b>1,696,869</b>	<b>1,747,512</b>	<b>1,791,756</b>	<b>1,834,309</b>
<b>Total assets</b>		<b>1,699,654</b>	<b>1,756,392</b>	<b>1,795,819</b>	<b>1,833,195</b>	<b>1,871,945</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		9,374	9,374	9,374	9,374	9,374
Trust funds and deposits		4,983	4,983	4,983	4,983	4,983
Provisions		14,104	14,104	14,104	14,104	14,104
Interest-bearing loans and borrowings	4.2.3	3,910	5,003	4,324	4,587	3,003
<b>Total current liabilities</b>	<b>4.2.2</b>	<b>32,371</b>	<b>33,464</b>	<b>32,785</b>	<b>33,048</b>	<b>31,464</b>
<b>Non-current liabilities</b>						
Provisions		5,710	5,710	5,710	5,710	5,710
Interest-bearing loans and borrowings	4.2.3	35,717	40,714	36,390	31,804	28,800
<b>Total non-current liabilities</b>	<b>4.2.2</b>	<b>41,427</b>	<b>46,424</b>	<b>42,100</b>	<b>37,514</b>	<b>34,510</b>
<b>Total liabilities</b>		<b>73,798</b>	<b>79,888</b>	<b>74,885</b>	<b>70,561</b>	<b>65,975</b>
<b>Net assets</b>		<b>1,625,856</b>	<b>1,676,504</b>	<b>1,720,933</b>	<b>1,762,633</b>	<b>1,805,971</b>
<b>Equity</b>						
Accumulated surplus		1,098,728	1,150,259	1,196,375	1,240,237	1,283,575
Reserves		527,128	526,245	524,558	522,396	522,396
<b>Total equity</b>		<b>1,625,856</b>	<b>1,676,504</b>	<b>1,720,933</b>	<b>1,762,633</b>	<b>1,805,971</b>



<b>Statement of Changes in Equity</b>					
For the four years ending 30 June 2023					
		Total	Accumulated	Revaluation	Other
	Notes	\$'000	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000	\$'000
<b>Forecast 2019 Budget</b>					
Balance at beginning of the financial year		1,581,126	1,053,998	517,416	9,712
Surplus/(deficit) for the year		44,730	44,730	0	0
Net asset revaluation increment/(decrement)		0	0	0	0
Transfer to / from other reserves		0	(2,632)	0	2,632
<b>Balance at end of the financial year</b>		<b>1,625,856</b>	<b>1,096,096</b>	<b>517,416</b>	<b>12,344</b>
<b>Draft 2020 Budget</b>					
Balance at beginning of the financial year		1,625,856	1,098,728	514,784	12,344
Surplus/(deficit) for the year		50,648	50,648	0	0
Net asset revaluation increment/(decrement)		0	0	0	0
Transfer to / from other reserves	4.3.1	0	(1,117)	0	1,117
<b>Balance at end of the financial year</b>	<b>4.3.2</b>	<b>1,676,504</b>	<b>1,148,259</b>	<b>514,784</b>	<b>13,461</b>
<b>2021 Strategic Resource Plan</b>					
Balance at beginning of the financial year		1,676,504	1,148,259	514,784	13,461
Surplus/(deficit) for the year		44,429	44,429	0	0
Net asset revaluation increment/(decrement)		0	0	0	0
Transfer to / from other reserves		0	1,687	0	(1,687)
<b>Balance at end of the financial year</b>		<b>1,720,933</b>	<b>1,194,375</b>	<b>514,784</b>	<b>11,774</b>
<b>2022 Strategic Resource Plan</b>					
Balance at beginning of the financial year		1,720,933	1,194,375	514,784	11,774
Surplus/(deficit) for the year		41,700	41,700	0	0
Net asset revaluation increment/(decrement)		0	0	0	0
Transfer to / from other reserves		0	2,162	0	(2,162)
<b>Balance at end of the financial year</b>		<b>1,762,633</b>	<b>1,238,237</b>	<b>514,784</b>	<b>9,612</b>
<b>2023 Strategic Resource Plan</b>					
Balance at beginning of the financial year		1,762,633	1,238,237	514,784	9,612
Surplus/(deficit) for the year		43,338	43,338	0	0
Net asset revaluation increment/(decrement)		0	0	0	0
Transfer to / from other reserves		0	0	0	0
<b>Balance at end of the financial year</b>		<b>1,805,971</b>	<b>1,281,575</b>	<b>514,784</b>	<b>9,612</b>

<b>Statement of Cash Flows</b>						
For the four years ending 30 June 2023						
		Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows	Inflows	Inflows	Inflows	Inflows
	Notes	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		115,830	122,164	126,440	130,865	135,446
Statutory fees and fines		4,535	4,415	4,459	4,504	4,549
User fees		24,552	24,843	25,340	25,847	26,364
Grants - operating		17,422	24,402	24,646	24,892	25,141
Grants - capital		10,952	2,000	2,000	2,000	2,000
Contributions - monetary		9,049	7,770	12,545	11,114	9,111
Interest received		2,165	1,800	1,800	1,800	1,800
Trust funds and deposits taken		0	0	0	0	0
Other receipts		2,559	2,208	2,248	2,289	2,329
Net GST refund / payment		0	0	0	0	0
Employee costs		(64,552)	(70,119)	(72,573)	(75,113)	(77,742)
Materials and services		(68,144)	(64,449)	(66,500)	(68,324)	(70,196)
Trust funds and deposits repaid		0	0	0	0	0
Other payments		(3,919)	(3,088)	(3,150)	(3,213)	(3,277)
<b>Net cash provided by/(used in) operating activities</b>	<b>4.4.1</b>	<b>50,449</b>	<b>51,946</b>	<b>57,255</b>	<b>56,661</b>	<b>55,525</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(87,466)	(59,556)	(62,145)	(58,161)	(53,977)
Proceeds from sale of property, infrastructure, plant and equipment		410	3,350	350	350	350
Payments for investments		0	0	0	0	0
Proceeds from sale of investments		0	0	0	0	0
Loan and advances made		0	0	0	0	0
Payments of loans and advances		0	0	0	0	0
<b>Net cash provided by/ (used in) investing activities</b>	<b>4.4.2</b>	<b>(87,056)</b>	<b>(56,206)</b>	<b>(61,795)</b>	<b>(57,811)</b>	<b>(53,627)</b>
<b>Cash flows from financing activities</b>						
Finance costs		(2,000)	(1,816)	(2,310)	(2,051)	(1,795)
Proceeds from borrowings		0	10,000	0	0	0
Repayment of borrowings		(4,073)	(3,910)	(5,003)	(4,324)	(4,587)
<b>Net cash provided by/(used in) financing activities</b>	<b>4.4.3</b>	<b>(6,073)</b>	<b>4,274</b>	<b>(7,313)</b>	<b>(6,375)</b>	<b>(6,382)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>						
		(42,680)	14	(11,852)	(7,525)	(4,484)
Cash and cash equivalents at the beginning of the financial year		88,895	46,215	46,229	34,377	26,852
<b>Cash and cash equivalents at the end of the financial year</b>		<b>46,215</b>	<b>46,229</b>	<b>34,377</b>	<b>26,852</b>	<b>22,369</b>

<b>Statement of Capital Works</b>					
For the four years ending 30 June 2023					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	64	3,914	603	16,016	1,071
Land improvements	0	0	0	0	0
<b>Total land</b>	64	3,914	603	16,016	1,071
Buildings	0	6,568	14,579	0	13,536
Heritage buildings	4,295	0	0	0	0
Building improvements	23,505	3,289	3,854	3,932	4,010
Leasehold improvements	0	0	0	0	0
<b>Total buildings</b>	27,800	9,857	18,433	3,932	17,546
<b>Total property</b>	27,864	13,771	19,036	19,948	18,617
<b>Plant and equipment</b>					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	3,126	3,792	3,298	3,304	3,310
Fixtures, fittings and furniture	163	0	0	0	0
Computers and telecommunications	6,892	4,324	1,777	1,832	1,888
Library books	379	386	394	402	410
<b>Total plant and equipment</b>	10,560	8,502	5,469	5,538	5,608
<b>Infrastructure</b>					
Roads	14,760	13,382	13,610	13,842	14,079
Bridges	661	218	223	227	232
Footpaths and cycleways	1,393	1,207	1,231	1,256	1,281
Drainage	1,008	1,302	1,328	1,354	1,381
Recreational, leisure and community facilities	13,508	13,622	3,735	3,849	3,965
Waste management	5,702	3,029	3,580	3,631	3,684
Parks, open space and streetscapes	2,079	1,605	1,978	2,523	3,096
Aerodromes	0	0	0	0	0
Off street car parks	1,500	0	0	0	0
Other infrastructure	8,575	2,917	11,956	5,995	2,035
<b>Total infrastructure</b>	49,186	37,282	37,641	32,677	29,753
<b>Total capital works expenditure</b>	87,610	59,555	62,146	58,163	53,978
<b>Represented by:</b>					
New asset expenditure	25,868	10,154	25,274	17,078	15,691
Asset renewal expenditure	60,758	34,135	25,481	26,517	27,588
Asset expansion expenditure	690	0	0	0	0
Asset upgrade expenditure	294	15,266	11,391	14,568	10,699
<b>Total capital works expenditure</b>	87,610	59,555	62,146	58,163	53,978

CITY OF BALLARAT 2019/20 BUDGET

For the four years ending 30 June 2023									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019/20</b>									
<b>Property</b>									
Land	3,914	3,914	0	0	0	0	0	3,914	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>3,914</b>	<b>3,914</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,914</b>	<b>0</b>
Buildings	6,568	2,618	0	3,950	0	0	0	6,568	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	3,289	0	3,289	0	0	0	0	3,289	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>9,857</b>	<b>2,618</b>	<b>3,289</b>	<b>3,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,857</b>	<b>0</b>
<b>Total property</b>	<b>13,771</b>	<b>6,532</b>	<b>3,289</b>	<b>3,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,771</b>	<b>0</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,792	0	287	3,505	0	0	0	3,792	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	4,325	2,600	496	1,229	0	0	0	4,325	0
Library books	386	386	0	0	0	0	0	386	0
<b>Total plant and equipment</b>	<b>8,503</b>	<b>2,986</b>	<b>783</b>	<b>4,734</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,503</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	13,382	521	10,662	2,199	0	2,000	0	11,382	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	13,622	0	13,622	0	0	215	0	3,407	10,000
Waste management	3,029	0	344	2,685	0	0	0	3,029	0
Parks, open space and streetscapes	1,604	0	1,306	298	0	0	635	969	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	2,917	115	1,673	1,129	0	0	0	2,917	0
<b>Total infrastructure</b>	<b>37,281</b>	<b>636</b>	<b>30,063</b>	<b>6,582</b>	<b>0</b>	<b>2,215</b>	<b>635</b>	<b>24,431</b>	<b>10,000</b>
<b>Total capital works expenditure</b>	<b>59,555</b>	<b>10,154</b>	<b>34,135</b>	<b>15,266</b>	<b>0</b>	<b>2,215</b>	<b>635</b>	<b>46,705</b>	<b>10,000</b>



CITY OF BALLARAT 2019/20 BUDGET

For the four years ending 30 June 2023									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2020/21</b>									
<b>Property</b>									
Land	603	603	0	0	0	0	0	603	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>603</b>	<b>603</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>603</b>	<b>0</b>
Buildings	14,579	13,629	0	950	0	0	0	14,579	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	3,854	0	3,854	0	0	0	0	3,854	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>18,433</b>	<b>13,629</b>	<b>3,854</b>	<b>950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,433</b>	<b>0</b>
<b>Total property</b>	<b>19,036</b>	<b>14,232</b>	<b>3,854</b>	<b>950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,036</b>	<b>0</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,298	0	293	3,005	0	0	0	3,298	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,778	0	506	1,272	0	0	0	1,778	0
Library books	394	394	0	0	0	0	0	394	0
<b>Total plant and equipment</b>	<b>5,470</b>	<b>394</b>	<b>799</b>	<b>4,277</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,470</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	13,610	531	10,856	2,223	0	2,000	2,000	9,610	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	3,580	0	351	3,229	0	0	0	3,580	0
Parks, open space and streetscapes	1,977	0	1,673	304	0	0	0	1,977	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	11,956	10,117	1,707	132	0	0	0	11,956	0
<b>Total infrastructure</b>	<b>37,640</b>	<b>10,648</b>	<b>20,828</b>	<b>6,164</b>	<b>0</b>	<b>2,220</b>	<b>2,220</b>	<b>33,200</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>62,146</b>	<b>25,274</b>	<b>25,481</b>	<b>11,391</b>	<b>0</b>	<b>2,220</b>	<b>2,220</b>	<b>57,706</b>	<b>0</b>

## CITY OF BALLARAT 2019/20 BUDGET

For the four years ending 30 June 2023									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2021/22</b>									
<b>Property</b>									
Land	16,016	16,016	0	0	0	0	0	16,016	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>16016</b>	<b>16016</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16016</b>	<b>0</b>
Buildings	0	0	0	0	0	0	0	0	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	3,932	0	3,932	0	0	0	0	3,932	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>3,932</b>	<b>0</b>	<b>3,932</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,932</b>	<b>0</b>
<b>Total property</b>	<b>19,948</b>	<b>16,016</b>	<b>3,932</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,948</b>	<b>0</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,304	0	299	3,005	0	0	0	3,304	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,832	0	516	1,316	0	0	0	1,832	0
Library books	402	402	0	0	0	0	0	402	0
<b>Total plant and equipment</b>	<b>5,538</b>	<b>402</b>	<b>815</b>	<b>4,321</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,538</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	13,845	541	11,055	2,249	0	2,000	2,000	9,845	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	3,631	0	358	3,273	0	0	0	3,631	0
Parks, open space and streetscapes	2,522	0	2,212	310	0	0	0	2,522	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	5,994	119	1,741	4,134	0	0	0	5,994	0
<b>Total infrastructure</b>	<b>32,677</b>	<b>660</b>	<b>21,770</b>	<b>10,247</b>	<b>0</b>	<b>2,224</b>	<b>2,224</b>	<b>28,229</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>58,163</b>	<b>17,078</b>	<b>26,517</b>	<b>14,568</b>	<b>0</b>	<b>2,224</b>	<b>2,224</b>	<b>53,715</b>	<b>0</b>

CITY OF BALLARAT 2019/20 BUDGET

For the four years ending 30 June 2023									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2022/23</b>									
<b>Property</b>									
Land	1,071	1,071	0	0	0	0	0	1,071	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>1071</b>	<b>1071</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1071</b>	<b>0</b>
Buildings	13,536	13,536	0	0	0	0	0	13,536	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	4,010	0	4,010	0	0	0	0	4,010	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>17,546</b>	<b>13,536</b>	<b>4,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,546</b>	<b>0</b>
<b>Total property</b>	<b>18,617</b>	<b>14,607</b>	<b>4,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,617</b>	<b>0</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	3,310	0	305	3,005	0	0	0	3,310	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,888	0	526	1,362	0	0	0	1,888	0
Library books	410	410	0	0	0	0	0	410	0
<b>Total plant and equipment</b>	<b>5,608</b>	<b>410</b>	<b>831</b>	<b>4,367</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,608</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	14,079	552	11,255	2,272	0	2,000	2,000	10,079	0
Bridges	232	0	232	0	0	0	0	232	0
Footpaths and cycleways	1,281	0	994	287	0	0	0	1,281	0
Drainage	1,381	0	1,381	0	0	0	0	1,381	0
Recreational, leisure and community facilities	3,965	0	3,965	0	0	228	228	3,509	0
Waste management	3,684	0	365	3,319	0	0	0	3,684	0
Parks, open space and streetscapes	3,096	0	2,779	317	0	0	0	3,096	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	2,035	122	1,776	137	0	0	0	2,035	0
<b>Total infrastructure</b>	<b>29,753</b>	<b>674</b>	<b>22,747</b>	<b>6,332</b>	<b>0</b>	<b>2,228</b>	<b>2,228</b>	<b>25,297</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>53,978</b>	<b>15,691</b>	<b>27,588</b>	<b>10,699</b>	<b>0</b>	<b>2,228</b>	<b>2,228</b>	<b>49,522</b>	<b>0</b>

2019/20 Capital Project Budget

# CITY OF BALLARAT 2019/20 BUDGET

Year	Category	Asset Type	Core	Project Description	Gross \$	Grants	Other	Sale Fund	Net
2019/20	Plant, machinery and equipment	Renewal	Y	BAC Programmable Assets & Equipment	204,000	0	0	0	204,000
2019/20	Parks, open space and streetscapes	Renewal	Y	Ballarat Botanical Gardens Program	62,424	0	0	0	62,424
2019/20	Footpaths and cycleways	Renewal	Y	Bicycle Paths	374,544	0	0	0	374,544
2019/20	Footpaths and cycleways	Upgrade	Y	Bicycle Strategy Projects	270,504	0	0	0	270,504
2019/20	Bridges	Renewal	Y	Bridge Rehabilitation	218,484	0	0	0	218,484
2019/20	Other Infrastructure	Renewal	Y	Bus Shelter repair and replacement	166,464	0	0	0	166,464
2019/20	Other Infrastructure	Renewal	Y	Christmas Decorations	200,000	0	0	0	200,000
2019/20	Parks, open space and streetscapes	Renewal	Y	City Entrances	168,794	0	0	0	168,794
2019/20	Computers and Telecommunications	Renewal	Y	Desktop Replacement Program	495,803	0	0	0	495,803
2019/20	Drainage	Renewal	Y	Drainage Projects	843,764	0	0	0	843,764
2019/20	Building improvements	Renewal	Y	Facility Renewal Program	3,288,668	0	0	0	3,288,668
2019/20	Roads	Upgrade	Y	Federal Blackspot Funding	1,000,000	1,000,000	0	0	0
2019/20	Roads	Renewal	Y	Federal Roads to Recovery Funding	1,000,000	1,000,000	0	0	0
2019/20	Footpaths and cycleways	Renewal	Y	Footpath Works	561,816	0	0	0	561,816
2019/20	Computers and Telecommunications	Renewal	Y	Home carers - Hand Held PDA	0	0	0	0	0
2019/20	Computers and Telecommunications	Renewal	Y	IT Infrastructure	0	0	0	0	0
2019/20	Computers and Telecommunications	Upgrade	Y	IT System Development	1,228,620	0	0	0	1,228,620
2019/20	Drainage	Renewal	Y	Kerb and channelling	457,776	0	0	0	457,776
2019/20	Recreational, leisure and community facilities	Renewal	Y	Lake Wendouree Infrastructure Works	102,000	0	0	0	102,000
2019/20	Other Infrastructure	Upgrade	Y	Land Development Council Contribution	106,121	0	0	0	106,121
2019/20	Waste management	Upgrade	Y	Landfill Upgrade	2,184,840	0	0	0	2,184,840
2019/20	Library books	New	Y	Library Books	386,316	0	0	0	386,316
2019/20	Roads	New	Y	Major New Capital Road Projects	520,200	0	0	0	520,200
2019/20	Roads	Renewal	Y	Major Rural Roads Infrastructure Works	1,285,089	0	0	0	1,285,089
2019/20	Parks, open space and streetscapes	Renewal	Y	Median Strip Landscaping Project	108,243	0	0	0	108,243
2019/20	Roads	Upgrade	Y	Minor Road improvements /upgrades	1,199,581	0	0	0	1,199,581
2019/20	Other Infrastructure	Renewal	Y	Monument Renewal Program	114,780	0	0	0	114,780
2019/20	Recreational, leisure and community facilities	Renewal	Y	Outdoor Pools	143,475	0	0	0	143,475
2019/20	Plant, machinery and equipment	Renewal	Y	Parking Meter Replacement Program	83,232	0	0	0	83,232
2019/20	Parks, open space and streetscapes	Renewal	Y	Parks Development Program	298,429	0	298,429	0	0
2019/20	Plant, machinery and equipment	Upgrade	Y	Plant, machinery and equipment	3,504,911	0	0	350,000	3,154,911
2019/20	Parks, open space and streetscapes	Renewal	Y	Playground Improvement Program	62,424	0	62,424	0	0
2019/20	Parks, open space and streetscapes	Upgrade	Y	Playspace Planning Framework	286,951	0	286,951	0	0
2019/20	Other Infrastructure	New	Y	Public Art Program	114,780	0	0	0	114,780
2019/20	Parks, open space and streetscapes	Upgrade	Y	Public Place Recycling	11,478	0	0	0	11,478
2019/20	Recreational, leisure and community facilities	Renewal	Y	Recreation Capital Improvement Program	13,376,784	215,220	0	10,000,000	3,161,564
2019/20	Waste management	Renewal	Y	Replacement Bins Program	344,341	0	0	0	344,341
2019/20	Roads	Renewal	Y	Road Renewal	8,377,015	0	0	0	8,377,015
2019/20	Other Infrastructure	Upgrade	Y	School Crossing Supervisor Shelters	22,956	0	0	0	22,956
2019/20	Other Infrastructure	Renewal	Y	Social Infrastructure Capital Improvement Program	1,020,000	0	0	0	1,020,000
2019/20	Other Infrastructure	Renewal	Y	Street Furniture Renewal Program	172,171	0	0	0	172,171
2019/20	Parks, open space and streetscapes	Renewal	Y	Street Irrigation Project	106,121	0	0	0	106,121
2019/20	Parks, open space and streetscapes	Renewal	Y	Street Trees & Planting	500,000	0	0	0	500,000
2019/20	Other Infrastructure	New	Y	Subdivision Contribution	14,280,000	0	14,280,000	0	0
					<b>59,253,898</b>	<b>2,215,220</b>	<b>14,927,803</b>	<b>10,350,000</b>	<b>31,760,875</b>

# CITY OF BALLARAT 2019/20 BUDGET

Year	Category	Asset Type	Core	Project Description	Gross \$	Grants	Other	Sale Fund	Net
2019/20	Waste management	Upgrade	N	LED Residential Street Lighting	500,000	0	0	0	500,000
2019/20	Other Infrastructure	Upgrade	N	Bakery Hill	1,000,000	0	0	0	1,000,000
2019/20	Buildings	New	N	DCP-Construction-Council	2,618,368	0	7,749,817	0	-5,131,449
2019/20	Roads	New	N	DCP-Construction-WIK	14,120,454	0	14,120,454	0	0
2019/20	Land	New	N	DCP-Land - Council	3,914,090	0	0	0	3,914,090
2019/20	Land	New	N	DCP-Land-WIK	3,914,090	0	3,914,090	0	0
2019/20	Buildings	Upgrade	N	Civic Hall	2,000,000	0	0	0	0
2019/20	Buildings	Upgrade	N	Town Hall restoration (Ball room)	1,000,000	0	0	0	0
2019/20	Buildings	Upgrade	N	Central Library	950,000	0	0	0	0
2019/20	Computers and Telecommunications	New	N	Land Acquisition - Miners Rest	1,000,000	0	0	1,000,000	0
2019/20	Computers and Telecommunications	New	N	Parking Equipment	1,600,000	0	0	0	1,600,000
					32,617,001	0	25,784,361	1,000,000	1,882,640



Performance Indicators						
		Forecast		Strategic Resource Plan		
		Actual	Budget	Projections		
Indicator	Measure	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Operating position</b>						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	6.01%	1.27%	4.75%	4.12%	4.14%
<b>Liquidity</b>						
Working capital	Current assets / Current liabilities	276%	182%	178%	147%	125%
Unrestricted cash	Unrestricted cash / Current liabilities	227%	127%	123%	90%	66%
<b>Obligations</b>						
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	40%	34%	37%	32%	28%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	6%	5%	5%	6%	5%
Indebtedness	Non-current liabilities / Own source revenue	26%	25%	25%	23%	20%
Asset Renewal	Asset renewal expenses / Depreciation	191%	110%	79%	79%	81%
<b>Stability</b>						
Rates concentration	Rate revenue / Adjusted underlying revenue	65%	69%	68%	68%	69%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.56%	0.55%	0.56%	0.56%	0.56%
<b>Efficiency</b>						
Expenditure level	Total expenditure / no. property assessments	307%	323%	336%	337%	341%
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%