



CITY OF BALLARAT

# BUDGET STRATEGIC RESOURCE PLAN

2018/19-22





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## Strategic Resource Plan

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

Council has prepared a SRP for the four years 2018/19 to 2021/22 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

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

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

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

## Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2018/19 to 2021/22.

	Forecast	Budget	Strategic Resource Plan			
	Actual		Projections			Trend
	2017/18	2018/19	2019/20	2020/21	2021/22	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	41,077	49,209	35,370	32,861	35,414	-
Adjusted underlying result	(3,657)	4,387	2,887	1,051	1,427	-
Cash and investments balance	24,052	16,557	17,448	17,620	16,168	-
Cash flow from operations	53,938	60,877	51,647	51,220	52,658	o
Capital works expenditure	105,366	57,605	43,627	44,892	52,490	-
Equity for the year	1,524,358	1,573,567	1,608,937	1,641,798	1,677,212	+
Unrestricted Cash	18,957	11,462	12,353	12,525	11,073	-
Underlying Result	-2.3%	2.6%	1.7%	0.6%	0.8%	-
Working Capital Ratio	126.2%	104.6%	108.9%	112.9%	108.1%	+
Unrestricted Cash Ratio	61.0%	37.1%	39.8%	40.9%	35.4%	-
Loan and Borrowings % (Debt to rate revenue)	39.6%	36.9%	32.1%	30.2%	29.2%	-
Indebtedness (%)	27.9%	25.8%	22.6%	22.1%	21.2%	-

## Financial Sustainability

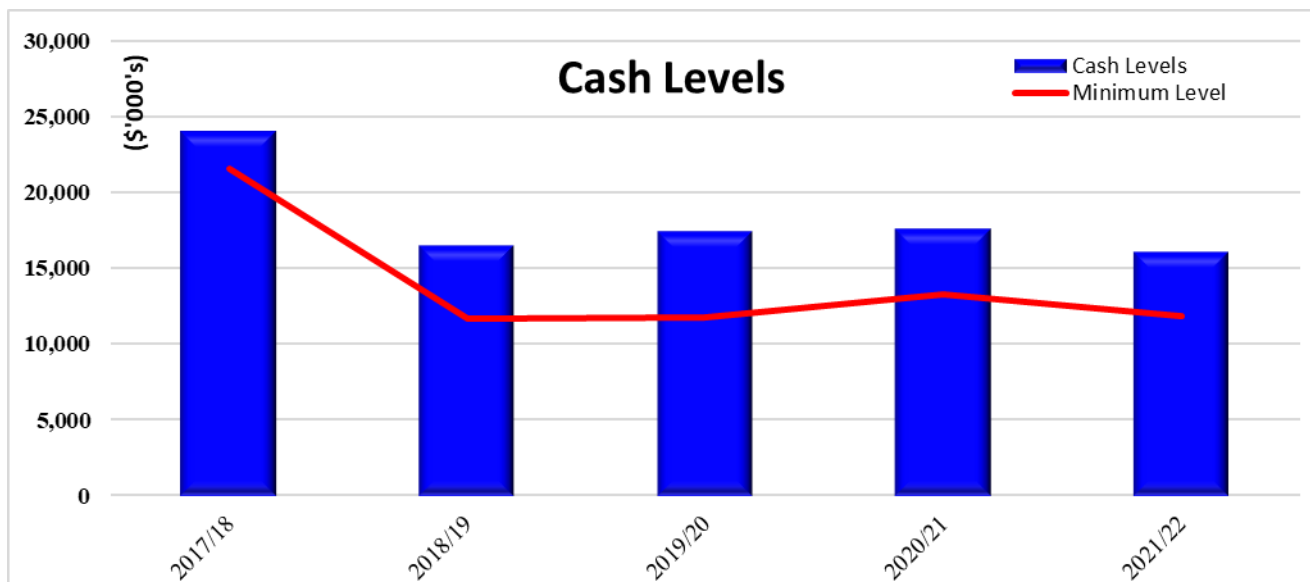
Cash and investments are forecast to remain relatively constant over the next four years, each year recording cash levels of approximately \$17 million.

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

This has allowed Council to free additional funds in the 2018/19 financial year to be allocated to services.

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2018/19 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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



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

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

	Forecast		
	Actual	Budget	Variance
	2017/18	2018/19	
	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>			
Rates and charges	109,678	115,182	5,504
Statutory fees and fines	3,648	3,939	291
User fees	24,322	24,270	(52)
Grants - operating	16,111	22,009	5,898
Grants - capital	28,953	13,561	(15,392)
Contributions - monetary	2,217	7,056	4,839
Interest received	1,750	1,803	53
Trust funds and deposits taken	0	0	0
Other receipts	4,066	3,770	(296)
Net GST refund / payment	0	0	0
Employee costs	(73,829)	(67,190)	6,639
Materials and services	(60,157)	(61,025)	(869)
Trust funds and deposits repaid	0	0	0
Other payments	(2,822)	(2,498)	324
<b>Net cash provided by/(used in) operating activities</b>	53,938	60,877	6,939
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	(100,378)	(65,672)	34,706
Proceeds from sale of property, infrastructure, plant and equipment	250	300	50
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>	(100,128)	(65,372)	34,756
<b>Cash flows from financing activities</b>			
Finance costs	(2,394)	(2,000)	394
Proceeds from borrowings	0	3,073	3,073
Repayment of borrowings	(4,394)	(4,073)	321
<b>Net cash provided by/(used in) financing activities</b>	(6,788)	(3,000)	3,788
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	(52,978)	(7,495)	45,483
Cash and cash equivalents at the beginning of the financial year	77,030	24,052	(52,978)
<b>Cash and cash equivalents at the end of the financial year</b>	24,052	16,557	(7,495)

## Operating activities

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

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

	Forecast		
	Actual	Budget	Variance
	2017/18	2018/19	
	\$'000	\$'000	\$'000
<b>Surplus (deficit) for the year</b>	<b>41,077</b>	<b>49,209</b>	<b>8,132</b>
Depreciation	32,649	32,649	0
Contributions - non-monetary	(25,729)	(22,402)	3,327
Loss/(Net gain) on disposal or property, infrastructure, plant and equipment	0	0	0
Borrowing costs	2,394	2,000	(394)
Net Movement in current assets and liabilities	3,547	(579)	(4,126)
<b>Cash flows available from operating activities</b>	<b>53,938</b>	<b>60,877</b>	<b>6,939</b>

## Investing activities

The large decrease in investing activities of \$34.672 million relate to the finalisation of several significant capital works programs. The 2018/19 financial year reverts to the core capital program of funding infrastructure renewal. The only significant projects budgeted for next year outside of the infrastructure renewal is a Waste to Energy program, contingent on Council receiving \$5 million in grant funding, and \$5.3 million allocated to urgent works required for Her Majesty's Theatre.

## 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 during the 2018/19 financial year by \$7.495 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
	2017/18	2018/19	
	\$'000	\$'000	\$'000
<b>Total cash and investments</b>	<b>24,052</b>	<b>16,557</b>	<b>(7,495)</b>
Restricted cash and Investments			
Statutory reserves	(28)	(28)	0
Trust funds and deposits	(5,095)	(5,095)	0
<b>Unrestricted cash and investments</b>	<b>18,929</b>	<b>11,434</b>	<b>(7,495)</b>
Discretionary reserves	(4,240)	(4,240)	0
<b>Unrestricted cash adjusted for discretionary reserves</b>	<b>14,689</b>	<b>7,194</b>	<b>(7,495)</b>

## Statutory reserves

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

## Unrestricted cash and investments

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

## Discretionary reserves

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

## Unrestricted cash adjusted for discretionary reserves

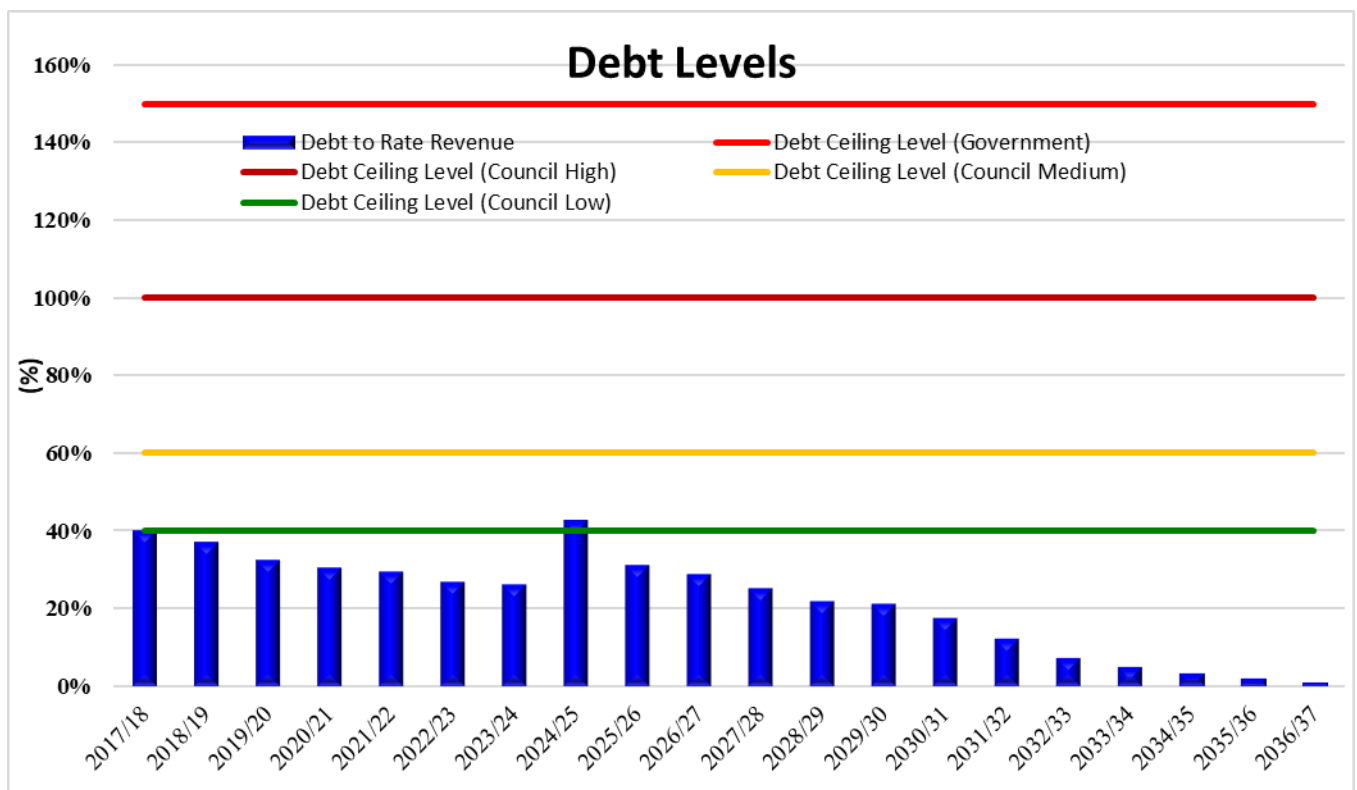
These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum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

## Borrowing Strategy

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

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

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





### Rating levels

#### Rating context

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 58% of the total revenue (excluding non monetary income), received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, regarding Council's other sources of income and the planned expenditure on services and works to be undertaken for the Ballarat City Council.

#### Future rate and charges

The Minister for Local Government issued a letter to all Mayors and Chief Executive Officers on 14 January 2015 in which she confirmed the Government's intention to cap rates from 2016/17. The government commissioned the Essential Services Commission (ESC) to conduct an inquiry and make recommendations on how best to design the Fair Go Rates System (FGRS) framework. The ESC's final report was tabled in Parliament on 30 September 2015 and can be viewed on the ESC website ([www.esc.vic.gov.au](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 2.25% for 2018/19.

The Ballarat City Council has decided to prepare the 2018/19 budget on the basis that an application for a higher rate would not be submitted to the ESC. Council has also assumed that future rate rises would mirror future rate caps, to date, there is no forecast for future rate caps therefore, the Ballarat City Council has decided to use the current rate cap as the basis for future increases.

#### Rating structure

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

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

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

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

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

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

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

The following table summarises the rates to be determined for the 2018/19 year.

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

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

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

Type of Property	2017/18 \$	2018/19 \$	Change %
<b>Valuations:</b>			
Residential	14,240,242,085	15,639,711,430	9.8%
Commercial	1,678,115,682	1,844,854,066	9.9%
Industrial	735,677,580	787,209,000	7.0%
Farm	569,195,000	585,963,000	2.9%
Rural residential	280,955,875	318,896,750	13.5%
Recreational 1	62,236,830	64,531,353	3.7%
Recreational 2	18,018,670	18,153,521	0.7%
	<b>17,182,349,020</b>	<b>19,259,319,120</b>	<b>12.1%</b>
<b>Special Charges:</b>			
Bridge Mall Special Rate	66,516,000	-	-100.0%

### Rates and Charges

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

### Differential rates

#### Rates to be levied

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

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

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

### RESIDENTIAL

#### Classification

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

#### Reasons for the Use and Level of Rate

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



## COMMERCIAL

### Classification

1. Rateable property used or adapted to be used for business and/or administrative purposes, including but not limited to properties used for:
  - (a) the sale or hire of goods by retail or trade sales, eg shops, auction rooms, hardware stores;
  - (b) the manufacture of goods where the goods are sold on the property;
  - (c) the provision of entertainment, eg theatres, cinemas, amusement parlours, nightclubs;
  - (d) media/broadcasting/communication establishments, eg television stations, newspaper offices, radio stations, telecommunication towers and associated facilities;
  - (e) the provision of accommodation other than private residential, eg motels, caravan parks, camping grounds, camps, supported accommodation, accommodation houses, hostels, boarding houses;
  - (f) short term tourist accommodation specifically identified and coded with an Australian Valuation Property Classification Code (AVPCC) or 232 (Serviced Apartments/Holiday Units) or 233 (Bed and Breakfast);
  - (g) the provision of hospitality, eg hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
  - ((h) tourist and leisure industry, eg flora and fauna parks, gymnasiums, indoor sports stadiums, gaming establishments (other than those classified under Recreational 2);
  - (i) art galleries, museums;
  - (j) showrooms, eg display of goods;
  - (k) brothels;
  - (l) Commercial storage (mini storage units, wholesale distributors).
  - (m) religious purposes;
  - (n) public offices;
  - (o) halls for commercial hire;
  - (p) Mixed businesses/milkbars (those operating in residential type zones under the Ballarat Planning Scheme and non conforming residential/milkbar properties within industrial zones under the Ballarat Planning Scheme, with attached residences, occupied as the principal place of residence of the person(s) operating the mixed business/milkbar component of the rateable property, will have the residential portion rated as Residential).
2. Properties used for the provision of health services, including but not limited to properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices.
3. Properties used as offices, including but not limited to properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and insurance agencies.
4. Rateable properties which are vacant unoccupied land and zoned or intended to be used for commercial purposes.

### Reasons for the Use and Level of Rate

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

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

## INDUSTRIAL

### Classification

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

### Reasons for the Use and Level of Rate

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

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

## FARM

### Classification

Farm Land means any rateable land -

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

In consideration the Council will take into account:

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

### Reasons for the Use and Level of Rate

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

## RECREATIONAL

### Classification

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

#### Recreation 1

Recreational land is defined as follows:

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

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

- "Club" includes an association, society, fraternity, guild, lodge or circle; and,
- A club is "Not-for-Profit" if:
  - (i) It does not, either while it is operating or upon winding up, carry on its activities for the purposes of profit or gain to particular persons, including its owners or members; and
  - (ii) It does not distribute its profits or assets to particular persons, including its owners or members, either while it is operating or upon winding up.

#### Recreation 2

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



## RURAL RESIDENTIAL

### Classification

Rural residential Land means any rateable land -

- (a) that is not less than 2 hectares in area; and
- (b) the land is resided on; and
- (c) is located within the Farm or Rural Conservation planning zone that does not satisfy the criteria for farmland.

Excludes:

- (d) Vacant land greater than 2 HA.

### Reasons for the Use and Level of Rate

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

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

## Statutory Disclosures

Loans	2017/18 \$'000	2018/19 \$'000	Change %
New borrowings (other than refinancing)	5,000	0	-100.0%
Amount to be redeemed	3,816	4,073	6.7%
Amount borrowed as at 30 June	43,700	42,700	-2.3%

Grants	2017/18 \$	2018/19 \$'000	Change \$'000
<b>Operating Grants:</b>			
<b>- Recurrent</b>			
Fire Services Levy Grant	66	65	(1)
Victorian Grants Commission	12,297	12,012	(285)
Local Laws	240	367	127
Tourism, Arts & Culture	280	255	(25)
Active Ageing	5,056	4,030	(1,026)
Positive Ageing	0	5	5
Family & Children Services	4,611	4,388	(223)
Emergency Management	76	60	(16)
Learning & Diversity	806	819	13
	<b>23,432</b>	<b>22,001</b>	<b>(1,431)</b>
<b>- Non-Recurrent</b>			
Parks & Reserves	0	8	8
	<b>0</b>	<b>8</b>	<b>8</b>
	<b>23,432</b>	<b>22,009</b>	<b>-1,423</b>
<b>Capital Grants</b>			
<b>- Recurrent</b>			
Federal Roads to Recovery	1,000	1,000	0
Federal Blackspot	1,000	600	(400)
	<b>2,000</b>	<b>1,600</b>	<b>-400</b>
<b>- Non-Recurrent</b>			
Sports & Recreation Projects	0	211	211
SSRIP Safer Cyclists & Pedestrian	0	6,000	6,000
Bridge Rehabilitation	0	750	750
Waste to Energy	0	5,000	5,000
	<b>0</b>	<b>11,961</b>	<b>11,961</b>
	<b>2,000</b>	<b>13,561</b>	<b>11,561</b>

Summary of planned human resource expenditure				
	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>				
Employee costs - operating	64,746	68,407	68,264	69,997
Employee costs - capital	2,444	2,493	2,543	2,593
<b>Total staff expenditure</b>	<b>67,190</b>	<b>70,900</b>	<b>70,807</b>	<b>72,590</b>
	FTE	FTE	FTE	FTE
<b>Staff numbers</b>				
- Full Time	515.00	520.00	525.00	530.00
- Part Time	157.47	159.04	160.63	162.24
- Casual	24.70	24.70	24.70	24.70
<b>Total staff numbers</b>	<b>697.17</b>	<b>703.74</b>	<b>710.33</b>	<b>716.94</b>

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

<b>Comprehensive Income Statement</b>					
For the four years ending 30 June 2022					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue:</b>					
Rates and charges	110,245	115,761	119,813	124,006	128,346
Statutory fees and fines	3,648	3,939	3,816	3,855	3,894
User fees	24,322	24,270	25,132	25,140	25,609
Grants - operating	16,111	22,009	22,206	18,643	18,898
Grants - capital	16,788	13,561	1,847	1,884	1,922
Contributions - monetary	2,217	8,859	12,179	13,133	13,479
Contributions - non-monetary	25,729	22,402	18,458	16,794	18,586
Net gain/(loss) on disposal or property, infrastructure, plant and equipment	0	0	0	0	0
Other Income	5,816	3,770	3,845	3,922	4,000
<b>Total income</b>	204,876	214,571	207,295	207,376	214,734
<b>Expense:</b>					
Employee costs	60,071	64,746	68,407	68,264	69,997
Materials and services	65,863	63,469	65,637	67,880	70,200
Bad and doubtful debts	757	460	469	478	488
Depreciation and amortisation	32,649	32,649	33,302	33,968	34,647
Borrowing costs	2,394	2,000	2,031	1,804	1,825
Other Expense	2,065	2,038	2,079	2,121	2,163
<b>Total expenses</b>	163,799	165,362	171,925	174,515	179,320
<b>Surplus/(deficit) for the year</b>	41,077	49,209	35,370	32,861	35,414
<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>	41,077	49,209	35,370	32,861	35,414



<b>Balance Sheet</b>					
For the four years ending 30 June 2022					
	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2017/18	<b>2018/19</b>	2019/20	2020/21	2021/22
	\$'000	<b>\$'000</b>	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	24,052	<b>16,557</b>	17,448	17,620	16,168
Trade and other receivables	14,067	<b>14,646</b>	15,245	15,865	16,507
Other financial assets	0	<b>0</b>	0	0	0
Inventories	0	<b>0</b>	0	0	0
Non-current assets classified as held for sale	0	<b>0</b>	0	0	0
Other assets	1,095	<b>1,095</b>	1,095	1,095	1,095
<b>Total current assets</b>	<b>39,214</b>	<b>32,298</b>	<b>33,788</b>	<b>34,579</b>	<b>33,770</b>
<b>Non-current assets</b>					
Trade and other receivables	28	<b>28</b>	28	28	28
Investments in associates and joint ventures	0	<b>0</b>	0	0	0
Property, infrastructure, plant & equipment	1,560,692	<b>1,615,816</b>	1,645,487	1,676,556	1,712,780
Investment property	194	<b>194</b>	194	194	194
Intangible assets	0	<b>0</b>	0	0	0
<b>Total non-current assets</b>	<b>1,560,914</b>	<b>1,616,038</b>	<b>1,645,709</b>	<b>1,676,778</b>	<b>1,713,002</b>
<b>Total assets</b>	<b>1,600,128</b>	<b>1,648,337</b>	<b>1,679,497</b>	<b>1,711,358</b>	<b>1,746,772</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	7,823	<b>7,823</b>	7,823	7,823	7,823
Trust funds and deposits	5,095	<b>5,095</b>	5,095	5,095	5,095
Provisions	13,750	<b>13,750</b>	13,750	13,750	13,750
Interest-bearing loans and borrowings	4,394	<b>4,210</b>	4,348	3,950	4,572
<b>Total current liabilities</b>	<b>31,062</b>	<b>30,878</b>	<b>31,016</b>	<b>30,618</b>	<b>31,240</b>
<b>Non-current liabilities</b>					
Provisions	5,402	<b>5,402</b>	5,402	5,402	5,402
Interest-bearing loans and borrowings	39,306	<b>38,490</b>	34,142	33,540	32,918
<b>Total non-current liabilities</b>	<b>44,708</b>	<b>43,892</b>	<b>39,544</b>	<b>38,942</b>	<b>38,320</b>
<b>Total liabilities</b>	<b>75,770</b>	<b>74,770</b>	<b>70,560</b>	<b>69,560</b>	<b>69,560</b>
<b>Net assets</b>	<b>1,524,358</b>	<b>1,573,567</b>	<b>1,608,937</b>	<b>1,641,798</b>	<b>1,677,212</b>
<b>Equity</b>					
Accumulated surplus	932,484	<b>981,693</b>	1,017,063	1,049,924	1,085,338
Reserves	591,874	<b>591,874</b>	591,874	591,874	591,874
<b>Total equity</b>	<b>1,524,358</b>	<b>1,573,567</b>	<b>1,608,937</b>	<b>1,641,798</b>	<b>1,677,212</b>

<b>Statement of Changes in Equity</b>				
For the four years ending 30 June				
2022				
	Total	Accumulated	Revaluation	Other
	\$'000	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000
<b>2019</b>				
Balance at beginning of the financial year	1,524,358	932,484	586,578	5,296
Surplus/(deficit) for the year	49,209	49,209	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,573,567</b>	<b>981,693</b>	<b>586,578</b>	<b>5,296</b>
<b>2020</b>				
Balance at beginning of the financial year	1,573,567	981,693	586,578	5,296
Surplus/(deficit) for the year	35,370	35,370	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,608,937</b>	<b>1,017,063</b>	<b>586,578</b>	<b>5,296</b>
<b>2021</b>				
Balance at beginning of the financial year	1,608,937	1,017,063	586,578	5,296
Surplus/(deficit) for the year	32,861	32,861	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,641,798</b>	<b>1,049,924</b>	<b>586,578</b>	<b>5,296</b>
<b>2022</b>				
Balance at beginning of the financial year	1,641,798	1,049,924	586,578	5,296
Surplus/(deficit) for the year	35,414	35,414	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,677,212</b>	<b>1,085,338</b>	<b>586,578</b>	<b>5,296</b>

<b>Statement of Capital Works</b>					
For the four years ending 30 June 2022					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	250	0	0	0	17,501
Land improvements	0	0	0	0	0
<b>Total land</b>	250	0	0	0	17501
Buildings	0	300	9,890	10,479	0
Heritage buildings	6,783	0	0	0	0
Building improvements	18,120	8,454	2,707	2,761	2,816
Leasehold improvements	0	0	0	0	0
<b>Total buildings</b>	24,903	8,754	12,597	13,240	2,816
<b>Total property</b>	25,153	8,754	12,597	13,240	20,317
<b>Plant and equipment</b>					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	3,285	3,312	3,378	3,445	3,514
Fixtures, fittings and furniture	54	0	0	0	0
Computers and telecommunications	3,705	1,848	1,885	1,923	1,962
Library books	337	379	386	394	402
<b>Total plant and equipment</b>	7,381	5,539	5,649	5,762	5,878
<b>Infrastructure</b>					
Roads	24,148	15,635	12,514	12,764	13,019
Bridges	300	964	218	223	227
Footpaths and cycleways	646	1,183	1,207	1,231	1,256
Drainage	1,361	1,276	1,302	1,328	1,354
Recreational, leisure and community facilities	30,045	4,695	4,789	4,885	4,982
Waste management	2,325	792	2,529	2,580	2,631
Parks, open space and streetscapes	2,634	1,083	1,105	1,127	1,039
Aerodromes	0	0	0	0	0
Off street car parks	270	0	0	0	0
Other infrastructure	11,103	17,684	1,717	1,752	1,787
<b>Total infrastructure</b>	72,832	43,312	25,381	25,890	26,295
<b>Total capital works expenditure</b>	105,366	57,605	43,627	44,892	52,490
<b>Represented by:</b>					
New asset expenditure	30,236	20,368	10,912	11,521	18,564
Asset renewal expenditure	44,255	29,560	23,673	24,148	24,519
Asset expansion expenditure	2,306	0	0	0	0
Asset upgrade expenditure	28,569	7,677	9,042	9,223	9,407
<b>Total capital works expenditure</b>	105,366	57,605	43,627	44,892	52,490

<b>Statement of Cash Flows</b>					
For the four years ending 30 June 2022					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	109,678	115,182	119,214	123,386	127,704
Statutory fees and fines	3,648	3,939	3,816	3,855	3,894
User fees	24,322	24,270	25,132	25,140	25,609
Grants - operating	16,111	22,009	22,206	18,643	18,898
Grants - capital	28,953	13,561	1,847	1,884	1,922
Contributions - monetary	2,217	7,056	10,322	11,220	11,509
Interest received	1,750	1,803	1,857	1,913	1,970
Trust funds and deposits taken	0	0	0	0	0
Other receipts	4,066	3,770	3,845	3,922	4,000
Net GST refund / payment	0	0	0	0	0
Employee costs	(73,829)	(67,190)	(70,900)	(70,807)	(72,590)
Materials and services	(60,157)	(61,025)	(63,144)	(65,337)	(67,607)
Trust funds and deposits repaid	0	0	0	0	0
Other payments	(2,822)	(2,498)	(2,548)	(2,599)	(2,651)
<b>Net cash provided by/(used in) operating activities</b>	<b>53,938</b>	<b>60,877</b>	<b>51,647</b>	<b>51,220</b>	<b>52,658</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(100,378)	(65,672)	(44,821)	(48,556)	(52,602)
Proceeds from sale of property, infrastructure, plant and equipment	250	300	306	312	318
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0
Loan and advances made	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>(100,128)</b>	<b>(65,372)</b>	<b>(44,515)</b>	<b>(48,244)</b>	<b>(52,284)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(2,394)	(2,000)	(2,031)	(1,804)	(1,825)
Proceeds from borrowings	0	3,073	0	3,348	3,950
Repayment of borrowings	(4,394)	(4,073)	(4,210)	(4,348)	(3,950)
<b>Net cash provided by/(used in) financing activities</b>	<b>(6,788)</b>	<b>(3,000)</b>	<b>(6,241)</b>	<b>(2,805)</b>	<b>(1,825)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(52,978)</b>	<b>(7,495)</b>	<b>891</b>	<b>172</b>	<b>(1,451)</b>
Cash and cash equivalents at the beginning of the financial year	77,030	24,052	16,557	17,448	17,620
<b>Cash and cash equivalents at the end of the financial year</b>	<b>24,052</b>	<b>16,557</b>	<b>17,448</b>	<b>17,620</b>	<b>16,168</b>

# CITY OF BALLARAT 2018/19 BUDGET

For the four years ending 30 June 2022									
<b>Summary of planned capital works expenditure</b>									
	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2018/19</b>									
<b>Property</b>									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	300	0	300	0	0	0	0	300	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	8,454	0	7,954	500	0	0	0	8,454	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>8,754</b>	<b>0</b>	<b>8,254</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,754</b>	<b>0</b>
<b>Total property</b>	<b>8,754</b>	<b>0</b>	<b>8,254</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,754</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	3,312	0	282	3,030	0	0	0	3,312	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,848	0	1,016	832	0	0	0	1,848	0
Library books	379	379	0	0	0	0	0	379	0
<b>Total plant and equipment</b>	<b>5,539</b>	<b>379</b>	<b>1,298</b>	<b>3,862</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,539</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	15,632	3,876	9,581	2,175	0	1,600	0	14,032	0
Bridges	964	0	964	0	0	750	750	-536	0
Footpaths and cycleways	1,183	0	918	265	0	0	0	1,183	0
Drainage	1,276	0	1,276	0	0	0	0	1,276	0
Recreational, leisure and community facilities	4,695	0	4,695	0	0	211	211	4,273	0
Waste management	793	0	338	455	0	0	0	793	0
Parks, open space and streetscapes	1,084	0	791	293	0	0	0	1,084	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	17,685	16,113	1,445	127	0	11,000	11,000	-4,315	0
<b>Total infrastructure</b>	<b>43,312</b>	<b>19,989</b>	<b>20,008</b>	<b>3,315</b>	<b>0</b>	<b>13,561</b>	<b>11,961</b>	<b>17,790</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>57,605</b>	<b>20,368</b>	<b>29,560</b>	<b>7,677</b>	<b>0</b>	<b>13,561</b>	<b>11,961</b>	<b>32,083</b>	<b>0</b>

# CITY OF BALLARAT 2018/19 BUDGET

For the four years ending 30 June  
2022

## Summary of planned capital works expenditure

	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	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	9,890	9,890	0	0	0	0	0	9,890	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	2,707	0	2,707	0	0	0	0	2,707	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>12,597</b>	<b>9,890</b>	<b>2,707</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,597</b>	<b>0</b>
<b>Total property</b>	<b>12,597</b>	<b>9,890</b>	<b>2,707</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,597</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	3,378	0	287	3,091	0	0	0	3,378	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,885	0	1,036	849	0	0	0	1,885	0
Library books	386	386	0	0	0	0	0	386	0
<b>Total plant and equipment</b>	<b>5,649</b>	<b>386</b>	<b>1,323</b>	<b>3,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,649</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	12,515	521	9,775	2,219	0	1,632	1,632	9,251	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	4,789	0	4,789	0	0	215	215	4,359	0
Waste management	2,529	0	344	2,185	0	0	0	2,529	0
Parks, open space and streetscapes	1,104	0	806	298	0	0	0	1,104	0
Aerodromes	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	1,717	115	1,473	129	0	0	0	1,717	0
<b>Total infrastructure</b>	<b>25,381</b>	<b>636</b>	<b>19,643</b>	<b>5,102</b>	<b>0</b>	<b>1,847</b>	<b>1,847</b>	<b>21,687</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>43,627</b>	<b>10,912</b>	<b>23,673</b>	<b>9,042</b>	<b>0</b>	<b>1,847</b>	<b>1,847</b>	<b>39,933</b>	<b>0</b>



# CITY OF BALLARAT 2018/19 BUDGET

For the four years ending 30 June 2022									
<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	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	10,479	10,479	0	0	0	0	0	10,479	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	2,761	0	2,761	0	0	0	0	2,761	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>13,240</b>	<b>10,479</b>	<b>2,761</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,240</b>	<b>0</b>
<b>Total property</b>	<b>13,240</b>	<b>10,479</b>	<b>2,761</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,240</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	3,445	0	293	3,152	0	0	0	3,445	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,923	0	1,057	866	0	0	0	1,923	0
Library books	394	394	0	0	0	0	0	394	0
<b>Total plant and equipment</b>	<b>5,762</b>	<b>394</b>	<b>1,350</b>	<b>4,018</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,762</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	12,764	531	9,969	2,264	0	1,665	1,665	9,434	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	4,885	0	4,885	0	0	220	220	4,445	0
Waste management	2,580	0	351	2,229	0	0	0	2,580	0
Parks, open space and streetscapes	1,127	0	823	304	0	0	0	1,127	0
Aerodromes	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	1,752	117	1,503	132	0	0	0	1,752	0
<b>Total infrastructure</b>	<b>25,890</b>	<b>648</b>	<b>20,037</b>	<b>5,205</b>	<b>0</b>	<b>1,885</b>	<b>1,885</b>	<b>22,120</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>44,892</b>	<b>11,521</b>	<b>24,148</b>	<b>9,223</b>	<b>0</b>	<b>1,885</b>	<b>1,885</b>	<b>41,122</b>	<b>0</b>

# CITY OF BALLARAT 2018/19 BUDGET

For the four years ending 30 June 2022									
<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>2021/22</b>									
<b>Property</b>									
Land	17,501	17,501	0	0	0	0	0	17,501	0
Land improvements	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>17501</b>	<b>17501</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17501</b>	<b>0</b>
Buildings	0	0	0	0	0	0	0	0	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	2,816	0	2,816	0	0	0	0	2,816	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>2,816</b>	<b>0</b>	<b>2,816</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,816</b>	<b>0</b>
<b>Total property</b>	<b>20,317</b>	<b>17,501</b>	<b>2,816</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,317</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	3,515	0	299	3,216	0	0	0	3,515	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,961	0	1,078	883	0	0	0	1,961	0
Library books	402	402	0	0	0	0	0	402	0
<b>Total plant and equipment</b>	<b>5,878</b>	<b>402</b>	<b>1,377</b>	<b>4,099</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,878</b>	<b>0</b>
<b>Infrastructure</b>									
Roads	13,021	542	10,169	2,310	0	1,698	1,698	9,625	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	4,982	0	4,982	0	0	224	224	4,534	0
Waste management	2,631	0	358	2,273	0	0	0	2,631	0
Parks, open space and streetscapes	1,039	0	729	310	0	0	0	1,039	0
Aerodromes	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	1,786	119	1,533	134	0	0	0	1,786	0
<b>Total infrastructure</b>	<b>26,295</b>	<b>661</b>	<b>20,326</b>	<b>5,308</b>	<b>0</b>	<b>1,922</b>	<b>1,922</b>	<b>22,451</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>52,490</b>	<b>18,564</b>	<b>24,519</b>	<b>9,407</b>	<b>0</b>	<b>1,922</b>	<b>1,922</b>	<b>48,646</b>	<b>0</b>

# CITY OF BALLARAT 2018/19 BUDGET

Capital Works Program									
For the Year Ended 30 June 2019									
		Asset Expenditure Types				Funding Sources			
	<b>Total</b>	<b>New</b>	<b>Renewal</b>	<b>Upgrade</b>	<b>Expansion</b>	<b>Grants</b>	<b>Contributions</b>	<b>Council Cash</b>	<b>Borrowings</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>2018/19</b>									
<b>Property</b>									
DCP-Land-WIK	1,692	1,692	0	0	0	0	1,692	0	0
<b>Total land</b>	<b>1,692</b>	<b>1,692</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,692</b>	<b>0</b>	<b>0</b>
<b>Buildings</b>									
Building improvements									
Facility Renewal Program	2,654	0	2,654	0	0	0	0	2,654	0
Civic Hall	500	0	0	500	0	0	0	500	0
Her Majesty Theatre - Major Works	5,300	0	5,300	0	0	0	0	5,300	0
Buildings									
Gate Keepers Cottage	300	0	300	0	0	0	0	300	0
DCP-Construction-Council	8,066	8,066	0	0	0	0	8,772	-706	0
<b>Total buildings</b>	<b>16,820</b>	<b>8,066</b>	<b>8,254</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>8,772</b>	<b>8,048</b>	<b>0</b>
<b>Total property</b>	<b>18,512</b>	<b>9,758</b>	<b>8,254</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>10,464</b>	<b>8,048</b>	<b>0</b>
<b>Plant and equipment</b>									
BAC Programmable Assets & Equipment	200	0	200	0	0	0	0	200	0
Parking Meter Replacement Program	82	0	82	0	0	0	0	82	0
Plant, machinery and equipment	3,030	0	0	3,030	0	0	0	3,030	0
Computers and telecommunications									
Desktop Replacement Program	486	0	486	0	0	0	0	486	0
Home carers - Hand Held PDA	0	0	0	0	0	0	0	0	0
IT Infrastructure	530	0	530	0	0	0	0	530	0
IT System Development	832	0	0	832	0	0	0	832	0
Library books									
Library books	379	379	0	0	0	0	0	379	0
<b>Total plant and equipment</b>	<b>5,539</b>	<b>379</b>	<b>1,298</b>	<b>3,862</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,539</b>	<b>0</b>

# CITY OF BALLARAT 2018/19 BUDGET

Capital Works Program									
For the Year Ended 30 June 2019									
		Asset Expenditure Types				Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
<b>2018/19</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Infrastructure</b>									
Roads									
Federal Blackspot Funding	1,000	0	0	1,000	0	1,000	0	0	0
Federal Roads to Recovery Funding	600	0	600	0	0	600	0	0	0
Major New Capital Road Projects	510	510	0	0	0	0	0	510	0
Major Rural Roads Infrastructure Works	1,260	0	1,260	0	0	0	0	1,260	0
Minor Road improvements /upgrades	1,176	0	0	1,176	0	0	0	1,176	0
Road Renewal	7,723	0	7,723	0	0	0	0	7,723	0
DCP-Construction-WIK	6,709	6,709	0	0	0	0	6,709	0	0
DCP-Land - Council	3,367	3,367	0	0	0	0	0	3,367	0
Bridges									
Bridge Rehabilitation	214	0	214	0	0	0	0	214	0
Bridges	750	0	750	0	0	750	0	0	0
Footpaths and cycleways		0	0	0	0	0	0	0	0
Bicycle Paths	367	0	367	0	0	0	0	367	0
Bicycle Strategy Projects	265	0	0	265	0	0	0	265	0
Footpath Works	551	0	551	0	0	0	0	551	0
Drainage									
Drainage Projects	827	0	827	0	0	0	0	827	0
Kerb and channelling	449	0	449	0	0	0	0	449	0

# CITY OF BALLARAT 2018/19 BUDGET

Capital Works Program									
For the Year Ended 30 June 2019									
		Asset Expenditure Types				Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
<b>2018/19</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Recreational, leisure and community facilities									
Lake Wendouree Infrastructure Works	100	0	100	0	0	0	0	100	0
Outdoor Pools	141	0	141	0	0	0	0	141	0
Recreation Capital Improvement Program	4,454	0	4,454	0	0	211	0	4,243	0
Parks, open space and streetscapes		0	0	0	0	0	0	0	0
Ballarat Botanical Gardens Program	61	0	61	0	0	0	0	61	0
City Entrances	165	0	165	0	0	0	0	165	0
Median Strip Landscaping Project	106	0	106	0	0	0	0	106	0
Parks Development Program	293	0	293	0	0	0	293	0	0
Playground Improvement Program	61	0	61	0	0	0	61	0	0
Playspace Planning Framework	281	0	0	281	0	0	281	0	0
Public Place Recycling	11	0	0	11	0	0	0	11	0
Street Irrigation Project	104	0	104	0	0	0	0	104	0

# CITY OF BALLARAT 2018/19 BUDGET

Capital Works Program									
Library books									
		Asset Expenditure Types				Funding Sources			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
<b>2018/19</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Other infrastructure		0	0	0	0	0	0	0	0
Social Infrastructure Capital Improvement Program	1,000	0	1,000	0	0	0	0	1,000	0
Bus Shelter repair and replacement	163	0	163	0	0	0	0	163	0
Land Development Council Contribution	104	0	0	104	0	0	0	104	0
Monument Renewal Program	113	0	113	0	0	0	0	113	0
Public Art Program	113	113	0	0	0	0	0	113	0
School Crossing Supervisor Shelters	23	0	0	23	0	0	0	23	0
Street Furniture Renewal Program	169	0	169	0	0	0	0	169	0
Waste to Energy	10,000	10,000	0	0	0	5,000	0	5,000	0
SSRIP Safer Cyclists & Pedestrian	6,000	6,000	0	0	0	6,000	0	0	0
Subdivision Contribution	14,000	14,000	0	0	0	0	14,000	0	0
Waste Management						0	0	0	0
Landfill Upgrade	455	0	0	455	0	0	0	455	0
Replacement Bins Program	338	0	338	0	0	0	0	338	0
<b>Total infrastructure</b>	<b>64,023</b>	<b>40,699</b>	<b>20,009</b>	<b>3,315</b>	<b>0</b>	<b>13,561</b>	<b>21,344</b>	<b>29,118</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>88,074</b>	<b>50,836</b>	<b>29,561</b>	<b>7,677</b>	<b>0</b>	<b>13,561</b>	<b>31,808</b>	<b>42,705</b>	<b>0</b>



# CITY OF BALLARAT 2018/19 BUDGET

## 2018/19 Capital Project Budget

Year	Department	Responsible Officer	Category	Asset Type	Capital Projects	Gross \$	Grants	Other	Sale Func	Net
2018/19	Community and Development	Recreation Manager	Plant, machinery and equipment	Renewal	BAC Programmable Assets & Equipment	200,000	0	0	0	200,000
2018/19	Community and Development	Neville Ivey	Other Infrastructure	Renewal	Social Infrastructure Capital Improvement Program	1,000,000	0	0	0	1,000,000
2018/19	Infrastructure and Environment	Steve Van Orsouw	Parks, open space and streetscapes	Renewal	Ballarat Botanical Gardens Program	61,200	0	0	0	61,200
2018/19	Infrastructure and Environment	Ross Cowie	Footpaths and cycleways	Renewal	Bicycle Paths	367,200	0	0	0	367,200
2018/19	Infrastructure and Environment	Ross Cowie	Footpaths and cycleways	Upgrade	Bicycle Strategy Projects	265,200	0	0	0	265,200
2018/19	Infrastructure and Environment	Ross Cowie	Bridges	Renewal	Bridge Rehabilitation	214,200	0	0	0	214,200
2018/19	Infrastructure and Environment	Ross Cowie	Other Infrastructure	Renewal	Bus Shelter repair and replacement	163,200	0	0	0	163,200
2018/19	Infrastructure and Environment	Steve Van Orsouw	Parks, open space and streetscapes	Renewal	City Entrances	165,485	0	0	0	165,485
2018/19	Business Services	Stuart Meerbach	Computers and Telecommunications	Renewal	Desktop Replacement Program	486,081	0	0	0	486,081
2018/19	Infrastructure and Environment	Ross Cowie	Drainage	Renewal	Drainage Projects	827,220	0	0	0	827,220
2018/19	Infrastructure and Environment	Darren Sadler	Building improvements	Renewal	Facility Renewal Program	2,654,040	0	0	0	2,654,040
2018/19	Infrastructure and Environment	Ross Cowie	Roads	Upgrade	Federal Blackspot Funding	1,000,000	1,000,000	0	0	0
2018/19	Infrastructure and Environment	Ross Cowie	Roads	Renewal	Federal Roads to Recovery Funding	600,000	600,000	0	0	0
2018/19	Infrastructure and Environment	Ross Cowie	Footpaths and cycleways	Renewal	Footpath Works	550,800	0	0	0	550,800
2018/19	Community and Development	Ann Pitt	Computers and Telecommunications	Renewal	Home carers - Hand Held PDA	0	0	0	0	0
2018/19	Business Services	Stuart Meerbach	Computers and Telecommunications	Renewal	IT Infrastructure	530,084	0	0	0	530,084
2018/19	Business Services	Stuart Meerbach	Computers and Telecommunications	Upgrade	IT System Development	832,320	0	0	0	832,320
2018/19	Infrastructure and Environment	Ross Cowie	Drainage	Renewal	Kerb and channelling	448,800	0	0	0	448,800
2018/19	Community and Development	Recreation Manager	Recreational, leisure and community facilities	Renewal	Lake Wendouree Infrastructure Works	100,000	0	0	0	100,000
2018/19	Infrastructure and Environment	Ross Cowie	Other Infrastructure	Upgrade	Land Development Council Contribution	104,040	0	0	0	104,040
2018/19	Infrastructure and Environment	Waste	Waste management	Upgrade	Landfill Upgrade	454,533	0	0	0	454,533
2018/19	Community and Development	Jenny Fink	Library books	New	Library Books	378,741	0	0	0	378,741
2018/19	Infrastructure and Environment	Ross Cowie	Roads	New	Major New Capital Road Projects	510,000	0	0	0	510,000
2018/19	Infrastructure and Environment	Ross Cowie	Roads	Renewal	Major Rural Roads Infrastructure Works	1,259,891	0	0	0	1,259,891
2018/19	Infrastructure and Environment	Steve Van Orsouw	Parks, open space and streetscapes	Renewal	Median Strip Landscaping Project	106,121	0	0	0	106,121
2018/19	Infrastructure and Environment	Ross Cowie	Roads	Upgrade	Minor Road improvements /upgrades	1,176,060	0	0	0	1,176,060
2018/19	Infrastructure and Environment	Darren Sadler	Other Infrastructure	Renewal	Monument Renewal Program	112,529	0	0	0	112,529
2018/19	Community and Development	Recreation Manager	Recreational, leisure and community facilities	Renewal	Outdoor Pools	140,662	0	0	0	140,662
2018/19	Infrastructure and Environment	Amy Boyd	Plant, machinery and equipment	Renewal	Parking Meter Replacement Program	81,600	0	0	0	81,600
2018/19	Infrastructure and Environment	Steve Van Orsouw	Parks, open space and streetscapes	Renewal	Parks Development Program	292,577	0	292,577	0	0
2018/19	Business Services	Kevin Hamm	Plant, machinery and equipment	Upgrade	Plant, machinery and equipment	3,030,081	0	0	300,000	2,730,081
2018/19	Infrastructure and Environment	Darren Sadler	Parks, open space and streetscapes	Renewal	Playground Improvement Program	61,200	0	61,200	0	0
2018/19	Infrastructure and Environment	Darren Sadler	Parks, open space and streetscapes	Upgrade	Playspace Planning Framework	281,324	0	281,324	0	0
2018/19	Development and Planning	Arts & Culture	Other Infrastructure	New	Public Art Program	112,530	0	0	0	112,530
2018/19	Infrastructure and Environment	Waste	Parks, open space and streetscapes	Upgrade	Public Place Recycling	11,253	0	0	0	11,253
2018/19	Community and Development	Recreation Manager	Recreational, leisure and community facilities	Renewal	Recreation Capital Improvement Program	4,454,200	211,000	0	0	4,243,200
2018/19	Infrastructure and Environment	Waste	Waste management	Renewal	Replacement Bins Program	337,589	0	0	0	337,589
2018/19	Infrastructure and Environment	Ross Cowie	Roads	Renewal	Road Renewal	7,722,564	0	0	0	7,722,564
2018/19	Infrastructure and Environment	Amy Boyd	Other Infrastructure	Upgrade	School Crossing Supervisor Shelters	22,506	0	0	0	22,506
2018/19	Infrastructure and Environment	Darren Sadler	Other Infrastructure	Renewal	Street Furniture Renewal Program	168,795	0	0	0	168,795
2018/19	Infrastructure and Environment	Steve Van Orsouw	Parks, open space and streetscapes	Renewal	Street Irrigation Project	104,040	0	0	0	104,040
2018/19	Infrastructure and Environment	Terry Demeo	Other Infrastructure	New	Waste to Energy	10,000,000	5,000,000	0	0	5,000,000
2018/19	Development and Planning	Ange Lush	Building improvements	Upgrade	Civic Hall	500,000	0	0	0	500,000
2018/19	Development and Planning	Ange Lush	Building improvements	Renewal	Her Majesty Theatre - Major Works	5,300,000	0	0	0	5,300,000
2018/19	Infrastructure and Environment	Terry Demeo	Other Infrastructure	New	SSRIP Safer Cyclists & Pedestrian	6,000,000	6,000,000	0	0	0
2018/19	Infrastructure and Environment	Terry Demeo	Buildings	Renewal	Gate Keepers Cottage	300,000	0	0	0	300,000
2018/19	Infrastructure and Environment	Terry Demeo	Bridges	Renewal	Bridges	750,000	750,000	0	0	0
2018/19	Infrastructure and Environment	Terry Demeo	Other Infrastructure	New	Subdivision Contribution	14,000,000	0	14,000,000	0	0
2018/19	Infrastructure and Environment	Terry Demeo	Buildings	New	DCP-Construction-Council	8,066,198	0	8,771,864	0	-705,666
2018/19	Infrastructure and Environment	Terry Demeo	Roads	New	DCP-Construction-WIK	6,709,297	0	6,709,297	0	0
2018/19	Infrastructure and Environment	Terry Demeo	Land	New	DCP-Land-WIK	1,692,253	0	1,692,253	0	0
2018/19	Infrastructure and Environment	Terry Demeo	Roads	New	DCP-Land - Council	3,366,950	0	0	0	3,366,950
						88,073,363	13,561,000	31,808,515	300,000	42,403,848

# CITY OF BALLARAT 2018/19 BUDGET

Department	Category	Asset Type	Project Description	Gross \$	Grants	Other	Sale Func	Net
Community and Development	Plant, machinery and equipment	Renewal	BAC Programmable Assets & Equipment	200,000	0	0	0	200,000
Community and Development	Other Infrastructure	Renewal	Social Infrastructure Capital Improvement Program	1,000,000	0	0	0	1,000,000
Infrastructure and Environment	Parks, open space and streetscapes	Renewal	Ballarat Botanical Gardens Program	61,200	0	0	0	61,200
Infrastructure and Environment	Footpaths and cycleways	Renewal	Bicycle Paths	367,200	0	0	0	367,200
Infrastructure and Environment	Footpaths and cycleways	Upgrade	Bicycle Strategy Projects	265,200	0	0	0	265,200
Infrastructure and Environment	Bridges	Renewal	Bridge Rehabilitation	214,200	0	0	0	214,200
Infrastructure and Environment	Other Infrastructure	Renewal	Bus Shelter repair and replacement	163,200	0	0	0	163,200
Infrastructure and Environment	Parks, open space and streetscapes	Renewal	City Entrances	165,485	0	0	0	165,485
Business Services	Computers and Telecommunications	Renewal	Desktop Replacement Program	486,081	0	0	0	486,081
Infrastructure and Environment	Drainage	Renewal	Drainage Projects	827,220	0	0	0	827,220
Infrastructure and Environment	Building improvements	Renewal	Facility Renewal Program	2,654,040	0	0	0	2,654,040
Infrastructure and Environment	Roads	Upgrade	Federal Blackspot Funding	1,000,000	1,000,000	0	0	0
Infrastructure and Environment	Roads	Renewal	Federal Roads to Recovery Funding	600,000	600,000	0	0	0
Infrastructure and Environment	Footpaths and cycleways	Renewal	Footpath Works	550,800	0	0	0	550,800
Community and Development	Computers and Telecommunications	Renewal	Home carers - Hand Held PDA	0	0	0	0	0
Business Services	Computers and Telecommunications	Renewal	IT Infrastructure	530,084	0	0	0	530,084
Business Services	Computers and Telecommunications	Upgrade	IT System Development	832,320	0	0	0	832,320
Infrastructure and Environment	Drainage	Renewal	Kerb and channelling	448,800	0	0	0	448,800
Community and Development	Recreational, leisure and community facilities	Renewal	Lake Wendouree Infrastructure Works	100,000	0	0	0	100,000
Infrastructure and Environment	Other Infrastructure	Upgrade	Land Development Council Contribution	104,040	0	0	0	104,040
Infrastructure and Environment	Waste management	Upgrade	Landfill Upgrade	454,533	0	0	0	454,533
Community and Development	Library books	New	Library Books	378,741	0	0	0	378,741
Infrastructure and Environment	Roads	New	Major New Capital Road Projects	510,000	0	0	0	510,000
Infrastructure and Environment	Roads	Renewal	Major Rural Roads Infrastructure Works	1,259,891	0	0	0	1,259,891
Infrastructure and Environment	Parks, open space and streetscapes	Renewal	Median Strip Landscaping Project	106,121	0	0	0	106,121
Infrastructure and Environment	Roads	Upgrade	Minor Road improvements /upgrades	1,176,060	0	0	0	1,176,060
Infrastructure and Environment	Other Infrastructure	Renewal	Monument Renewal Program	112,529	0	0	0	112,529
Community and Development	Recreational, leisure and community facilities	Renewal	Outdoor Pools	140,662	0	0	0	140,662
Infrastructure and Environment	Plant, machinery and equipment	Renewal	Parking Meter Replacement Program	81,600	0	0	0	81,600
Infrastructure and Environment	Parks, open space and streetscapes	Renewal	Parks Development Program	292,577	0	292,577	0	0
Business Services	Plant, machinery and equipment	Upgrade	Plant, machinery and equipment	3,030,081	0	0	300,000	2,730,081
Infrastructure and Environment	Parks, open space and streetscapes	Renewal	Playground Improvement Program	61,200	0	61,200	0	0
Infrastructure and Environment	Parks, open space and streetscapes	Upgrade	Playspace Planning Framework	281,324	0	281,324	0	0
Development and Planning	Other Infrastructure	New	Public Art Program	112,530	0	0	0	112,530
Infrastructure and Environment	Parks, open space and streetscapes	Upgrade	Public Place Recycling	11,253	0	0	0	11,253
Community and Development	Recreational, leisure and community facilities	Renewal	Recreation Capital Improvement Program	4,454,200	211,000	0	0	4,243,200
Infrastructure and Environment	Waste management	Renewal	Replacement Bins Program	337,589	0	0	0	337,589
Infrastructure and Environment	Roads	Renewal	Road Renewal	7,722,564	0	0	0	7,722,564
Infrastructure and Environment	Other Infrastructure	Upgrade	School Crossing Supervisor Shelters	22,506	0	0	0	22,506
Infrastructure and Environment	Other Infrastructure	Renewal	Street Furniture Renewal Program	168,795	0	0	0	168,795
Infrastructure and Environment	Parks, open space and streetscapes	Renewal	Street Irrigation Project	104,040	0	0	0	104,040
Infrastructure and Environment	Other Infrastructure	New	Waste to Energy	10,000,000	5,000,000	0	0	5,000,000
Development and Planning	Building improvements	Upgrade	Civic Hall	500,000	0	0	0	500,000
Development and Planning	Building improvements	Renewal	Her Majesty Theatre - Major Works	5,300,000	0	0	0	5,300,000
Infrastructure and Environment	Other Infrastructure	New	SSRIP Safer Cyclists & Pedestrian	6,000,000	6,000,000	0	0	0
Infrastructure and Environment	Buildings	Renewal	Gate Keepers Cottage	300,000	0	0	0	300,000
Infrastructure and Environment	Bridges	Renewal	Bridges	750,000	750,000	0	0	0
Infrastructure and Environment	Other Infrastructure	New	Subdivision Contribution	14,000,000	0	14,000,000	0	0
Infrastructure and Environment	Buildings	New	DCP-Construction-Council	8,066,198	0	8,771,864	0	-705,666
Infrastructure and Environment	Roads	New	DCP-Construction-WIK	6,709,297	0	6,709,297	0	0
Infrastructure and Environment	Land	New	DCP-Land-WIK	1,692,253	0	1,692,253	0	0
Infrastructure and Environment	Roads	New	DCP-Land - Council	3,366,950	0	0	0	3,366,950
				88,073,363	13,561,000	31,808,515	300,000	42,403,848

Performance Indicators						
		Forecast		Strategic Resource Plan		
		Actual	Budget	Projections		
Indicator	Measure	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Operating position</b>						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-2.28%	<b>2.58%</b>	1.65%	0.60%	0.79%
<b>Liquidity</b>						
Working capital	Current assets / Current liabilities	<b>126%</b>	<b>105%</b>	109%	113%	108%
Unrestricted cash	Unrestricted cash / Current liabilities	61%	<b>37%</b>	40%	41%	35%
<b>Obligations</b>						
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	40%	<b>37%</b>	32%	30%	29%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	6%	<b>5%</b>	5%	5%	4%
Indebtedness	Non-current liabilities / Own source revenue	28%	<b>26%</b>	23%	22%	21%
Asset Renewal	Asset renewal expenses / Depreciation	136%	<b>91%</b>	71%	71%	71%
<b>Stability</b>						
Rates concentration	Rate revenue / Adjusted underlying revenue	69%	<b>68%</b>	69%	71%	71%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.61%	<b>0.60%</b>	0.60%	0.60%	0.60%
<b>Efficiency</b>						
Expenditure level	Total expenditure / no. property assessments	314%	322%	330%	330%	334%
Revenue level	Residential rate revenue / No. of residential property assessments	1,384	1,411	1,439	1,467	1,496
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	6.10%	<b>6.10%</b>	6.10%	6.10%	6.10%