



GOLDEN PLAINS SHIRE

ATTACHMENTS

**Under Separate Cover
Ordinary Council Meeting**

6.00pm Tuesday 28 May 2019

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GOLDEN PLAINS SHIRE COUNCIL
Key Financials

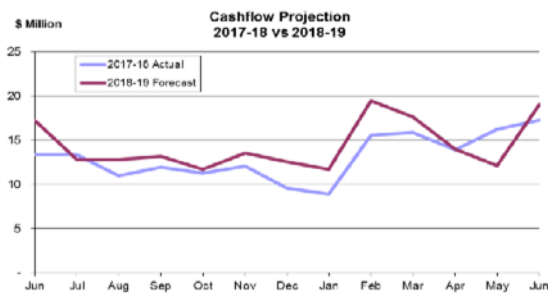
For 9 Months Ended 31 March 2019

Income Statement Summary	Annual		YTD at 31 March 2019			
	2018-19 Budget \$'000	2018-19 Forecast \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	%
Rates and Charges Revenue	22,903	22,928	22,853	22,867	14	0%
Grants - Operating	10,234	9,565	5,590	5,891	300	5%
Grants - Capital ⁽¹⁾	2,759	6,391	2,573	1,685	(888)	(35)%
Other Income	6,510	6,165	3,823	3,750.86	(73)	(4)%
Total Revenue	42,406	45,049	34,940	34,194	(746)	(2)%
Materials and Services ⁽²⁾	(12,197)	(13,003)	(9,400)	(9,843)	(443)	(5)%
Employee Benefits ⁽³⁾	(18,178)	(16,944)	(13,187)	(12,198)	989	7%
Depreciation	(8,080)	(8,080)	(8,080)	(5,786)	274	5%
Other Expenses	(681)	(718)	(507)	(434)	73	14%
Total Expenditure	(39,135)	(38,742)	(29,154)	(28,261)	893	3%
Surplus/(Deficit) from Operations	3,270	6,307	5,786	5,932	146	3%
Operating Cash Inflow/(Outflow)	10,669	11,616		8,723		
Capital Spend	(14,510)	(13,488)		(8,076)		
Closing Cash Balance	10,375	19,056		17,821		
Total Borrowings	12,646	12,464		7,713		

NOTES
 1. Capital Grants are forecast to be higher than Budget for the year, due to carried forward from 2017-18 and new grant funding for Inverleigh Sporting Complex Upgrade \$500k, Bannockburn Heart \$1,290k and Fixing Country Roads \$499k
 2. Overspend of Materials and Services YTD is due mainly to an increase in Consultant & Contractors costs of \$554k. Due to high employee turnover during 2018-19, short term contractors have been used to assist in undertaking critical activities
 3. Savings against budget Employee benefits is due mainly to vacant positions \$577k and reduction in BCS staff costs \$411k

Underlying Result Summary	Annual			YTD at 31 March 2019		
	2018-19 Budget \$'000	2018-19 Forecast \$'000	Variance \$'000	Original Budget \$'000	Actual \$'000	Variance \$'000
Total Comprehensive Result	3,270	6,307	3,037	5,786	5,932	146
Non-recurrent grants used to fund capital expenditure	(2,168)	(4,758)	(2,590)	(2,135)	(1,100)	(1,034)
Non-monetary asset contributions	(1,125)	(1,125)	-	-	-	-
Other contributions to fund capital expenditure	-	-	-	-	-	-
Adjusted Underlying Surplus/(Deficit)	(23)	424	447	3,651	4,832	1,181

Capital Works Summary	Annual Budget			YTD at 31 March 2019		
	2018-19 Budget \$'000	2018-19 Forecast \$'000	Carry-forward to 2019-20 \$'000	Original Budget \$'000	Actual \$'000	Variance \$'000
Property	5,996	3,587	2,350	2,756	885	(1,871)
Plant and Equipment	1,956	2,382	0	1,632	1,831	198
Infrastructure	7,145	8,112	4,564	6,475	5,585	(911)
Total Capital Spend	15,097	14,081	6,914	10,863	8,280	(2,583)



FINANCIAL PERFORMANCE INDICATORS					
Indicator	Measure	YTD March	Forecast	Budget	Forecast v
		2018-19	2018-19	2018-19	Budget
Efficiency					
Expenditure level	Total expenditure / no. of assessments	\$2,652	\$3,498	\$3,506	🟢
Liquidity					
Working Capital	Current assets / current liabilities	284.1%	317.0%	201.3%	🟢
Obligations					
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	33.7%	55.2%	55.2%	🟡
Indebtedness	Non-current liabilities / own source revenue	40.3%	59.3%	50.5%	🔴
Asset renewal	Asset renewal expenditure / depreciation	72.1%	63.4%	72.5%	🟢
Operating position					
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9.9%	-3.2%	-0.2%	🔴

GOLDEN PLAINS SHIRE COUNCIL

Income Statement

For 9 Months Ended 31 March 2019

	Annual		Original Budget	Actual	Year To Date	
	Original Budget	Forecast			Original Budget	Variance to Original Budget
	\$	\$	\$	\$	\$	%
Operating Revenue						
Rates and Charges	22,902,946	22,928,020	22,852,946	22,867,255	14,309	-
Grants - Operating	10,233,707	9,564,728	5,590,405	5,890,644	300,239	5
Grants - Capital (Note 1)	2,759,483	6,391,257	2,573,313	1,685,032	(888,281)	(35)
Contributions and Recoupments - Monetary (Note 2)	1,179,408	1,570,219	904,027	1,172,411	268,384	30
Contributions and Recoupments - Non Monetary	1,125,000	1,125,000	-	-	-	-
Statutory Fees and Charges	584,850	615,850	428,839	519,357	90,518	21
User Fees and Charges (Note 3)	3,368,519	2,522,899	2,401,006	1,722,137	(678,869)	(28)
Other Income	250,000	250,000	187,497	257,856	70,359	38
Net Gain/(Loss) on Disposals	2,000	80,781	2,000	79,099	77,099	n/a
Total Operating Revenue	42,405,913	45,048,754	34,940,033	34,193,791	(746,242)	(2)
Operating Expenditure						
Materials and Services (Note 4)	(12,196,508)	(13,002,551)	(9,399,882)	(9,843,161)	(443,279)	(5)
Employee Benefits (Note 5)	(18,178,009)	(16,943,725)	(13,187,151)	(12,198,480)	988,671	7
Depreciation	(8,079,757)	(8,079,757)	(6,059,829)	(5,785,930)	273,899	5
Finance Costs	(413,778)	(413,778)	(312,668)	(253,166)	59,502	19
Other Expenses	(265,764)	(265,764)	(193,320)	(146,997)	46,323	24
Bad Debts	(1,615)	(36,200)	(1,206)	(33,607)	(32,401)	n/a
Total Operating Expenditure	(39,135,431)	(38,741,775)	(29,154,056)	(28,261,340)	892,716	3
Surplus/(Deficit) from Operations	3,270,482	6,306,979	5,785,977	5,932,451	146,474	3

NOTES TO ACCOUNTS:

- Note 1 Carried forward from 17/18 and new grant funding - Inverleigh Sporting Complex Upgrade - \$500k, Bannockburn Heart \$ 1,290k, Fix Country Roads \$499k
Bannockburn Heart grant \$1.14m forecast to receive in 2018-19 Q4.
- Note 2 Rate Recovery Sale of Land Income - \$142k, Contribution to Revaluation - \$41k
- Note 3 BCS - Childcare fee - \$601, Childcare benefit \$201k, A&D brokerage - \$56k
- Note 4 Consultants & Contractors - \$554k
- Note 5 Vacant position - \$577k, reduction in BCS - \$411k

GOLDEN PLAINS SHIRE COUNCIL

Balance Sheet

as at 31 March 2019

	Original Budget 30-Jun-19 \$	Forecast 30-Jun-19	Actual 31-Mar-19 \$
CURRENT ASSETS			
Cash Assets	10,374,961	19,056,041	17,621,179
Receivables	2,832,000	2,469,018	6,307,091
Inventories - Consumables	18,000	11,291	11,459
Land Held for Re-sale	322,000	-	-
Other Current Assets	2,432,000	2,551,385	48,653
Total Current Assets	15,978,961	24,087,735	23,988,382
NON-CURRENT ASSETS			
Land	23,432,100	23,799,308	23,756,191
Land Under Roads	4,334,055	4,333,349	4,333,349
Buildings Specialised	34,898,940	29,266,010	26,308,304
Buildings Unspecialised	3,794,704	2,456,114	2,383,782
Heritage Building	969,391	969,391	983,456
Parks, Open Spaces & Streetscapes	976,079	2,546,652	1,107,468
Recreational, Leisure & Community	6,520,300	6,176,581	6,329,220
Car Park	1,060,445	1,064,658	1,020,118
Furniture & Equipment	176,266	194,907	198,771
Plant & Machinery	4,584,861	4,656,744	5,097,754
Road	330,215,246	329,625,400	328,506,610
Bridges	19,204,154	17,944,072	17,710,617
Footpath	11,794,676	11,409,933	11,679,270
Drainage	3,638,513	3,603,081	3,672,732
Information Communications Technology	396,361	363,277	263,930
Work in Progress	0	948,944	1,783,438
Investment in Associate	739,826	739,826	739,753
Gravel Pit Rehabilitation	77,900	190,011	196,869
Sinking Fund Investment	341,318	341,667	1,932,532
Other Non-Current Investment	-	-	-
Total Non-Current Assets	447,155,135	440,629,925	438,004,164
TOTAL ASSETS	463,134,096	464,717,660	461,992,546
CURRENT LIABILITIES			
Payables	1,717,000	1,534,504	4,089,151
Interest-Bearing Liabilities	2,635,000	2,635,392	957,026
Employee Benefits	3,190,000	2,868,474	2,846,728
Trust Funds	236,000	400,000	440,021
Provision for Rehabilitation of Gravel Pit	60,000	60,000	59,467
Provision for Landfill Rehabilitation	100,000	100,000	50,000
Total Current Liabilities	7,938,000	7,598,370	8,442,393
NON-CURRENT LIABILITIES			
Interest-Bearing Liabilities	10,011,000	10,011,061	6,756,455
Employee Benefits	301,000	320,439	320,437
Provision for Rehabilitation of Gravel Pit	704,000	859,798	919,798
Provision for Landfill Rehabilitation	1,614,000	1,606,503	1,606,503
Total Non-Current Liabilities	12,630,000	12,797,801	9,603,193
TOTAL LIABILITIES	20,568,000	20,396,171	18,045,586
NET ASSETS	442,566,096	444,321,489	443,946,960
EQUITY			
Accumulated Surplus	442,566,096	444,321,489	443,946,960
TOTAL EQUITY	442,566,096	444,321,489	443,946,960
RECONCILIATION:			
Total Equity - Opening Balance	439,295,614	438,014,510	438,014,510
Surplus/(Deficit) for period	3,270,482	6,306,979	5,932,451
Total Equity - Closing Balance	442,566,096	444,321,489	443,946,961

GOLDEN PLAINS SHIRE COUNCIL
STATEMENT OF CASH FLOWS
 For 9 Months Ended 31 March 2019

	Original Budget	Forecast	Actual	Actual/ Budget
	2018-19 \$	2018-19 \$	31-Mar-19 \$	31-Mar-19 75%
CASH FLOWS FROM OPERATING ACTIVITIES				
<i>(Inclusive of GST where applicable)</i>				
Receipts from Ratepayers	22,706,000	22,831,933	18,672,872	82
Grants	13,855,513	16,623,141	8,033,323	58
Interest Received	221,492	202,515	192,083	87
User Fees	3,901,843	2,985,391	2,228,985	57
Contributions and Recoupments	813,997	1,890,941	1,481,597	182
Payments to Employees	(18,159,826)	(17,719,748)	(12,994,077)	72
Payments to Suppliers	(13,623,184)	(16,136,577)	(9,706,438)	71
Net GST Refunded	953,658	938,605	814,420	85
Net Cash Inflow from Operating Activities	10,669,494	11,616,202	8,722,766	82
CASH FLOWS FROM INVESTING ACTIVITIES				
<i>(Net of GST)</i>				
Payment for Land & Buildings	(6,071,000)	(3,649,321)	(768,571)	13
Payment for Infrastructure Assets	(6,170,000)	(5,225,644)	(4,197,724)	68
Payment for Plant & Machinery	(1,673,000)	(2,041,287)	(1,723,856)	103
Payment for Furniture & Equipment	(282,000)	(339,033)	(129,072)	46
Payment for Other Structures	(900,000)	(2,825,356)	(1,416,153)	157
Proceeds from Sale of Land	-	-	-	-
Proceeds from Sale of Assets	586,000	592,945	159,675	27
Net Cash Outflow from Investing Activities	(14,510,000)	(13,487,696)	(8,075,701)	56
CASH FLOWS FROM FINANCING ACTIVITIES				
Interest Paid	(414,000)	(413,778)	(253,166)	61
Repayment of Borrowings	(260,000)	(259,503)	(193,801)	75
Proceeds from Loan	5,000,000	5,000,000	-	-
LGFV Sinking Fund	(785,000)	(785,024)	-	-
Non Current Investment	50,000	-	-	-
Trust Funds	34,000	115,412	150,558	443
Net Cash Inflow from Financing Activities	3,625,000	3,657,107	(296,409)	(8)
Net Increase/(Decrease) in Cash Held	(215,506)	1,785,613	350,656	(163)
Cash at start of year	10,590,468	17,270,428	17,270,523	163
Cash at end of year	10,374,961	19,056,041	17,621,179	170

GOLDEN PLAINS SHIRE COUNCIL
STATEMENT OF CAPITAL WORKS
 For 9 Months Ended 31 March 2019

	Annual Budget			Year to Date		
	Original Budget \$'000	Forecast \$'000	Carry-over to 2019-20 \$'000	Original Budget \$'000	Actual \$'000	Variance \$'000
Property						
Land	-	45		-	45	45
Land improvements	-	-		-	-	-
Total land	-	45	-	-	45	45
Buildings - specialised	5,631	3,106	2,350	2,371	658	(1,713)
Buildings - unspecialised	365	436		385	183	202
Heritage buildings	-	-		-	-	-
Building improvements	-	-		-	-	-
Leasehold improvements	-	-		-	-	-
Total buildings	5,996	3,542	2,350	2,756	840	(1,916)
Total property	5,996	3,587	2,350	2,756	885	(1,871)
Plant and equipment						
Heritage plant and equipment	-	-		-	-	-
Plant, machinery and equipment	1,674	2,043		1,391	1,724	333
Fixtures, fittings and furniture	-	57		-	7	7
Computers and telecommunications	282	282		241	100	(141)
Library books	-	-		-	-	-
Total plant and equipment	1,956	2,382	-	1,632	1,831	198
Infrastructure						
Roads	4,132	4,478		3,881	3,345	(536)
Bridges	1,750	410	2,677	1,713	344	(1,369)
Footpaths and cycleways	288	338		148	340	192
Drainage	-	-		-	-	-
Recreational, leisure and community facilities	720	2,631	1,887	533	1,341	809
Waste management	-	-		-	-	-
Parks, open space and streetscapes	205	205		151	170	19
Off street car parks	50	50		50	24	(26)
Other infrastructure	-	-		-	-	-
Total infrastructure	7,145	8,112	4,564	6,475	5,565	(911)
Total capital works expenditure	15,097	14,081	6,914	10,863	8,280	(2,583)
Represented by:						
New asset expenditure	1,227	2,680	1,450	1,089	1,066	(22)
Asset renewal expenditure	5,855	5,119	2,442	5,363	4,174	(1,189)
Asset upgrade expenditure	2,950	3,567	672	2,346	2,401	55
Asset expansion expenditure	5,065	2,715	2,350	2,065	638	(1,427)
Total capital works expenditure	15,097	14,081	6,914	10,863	8,280	(2,583)



BUDGET REPORT

**9 Months Ended
31 March 2019**

INCOME STATEMENT For 9 Months Ended 31 March 2019

The Income Statement shows total operating revenue of \$34.19m and total operating expenditure of \$28.26m which results in a year to date surplus of \$5.93m. This is \$146k favourable compared to the March Year to Date (YTD) adopted budget. The variances are explained in this report.

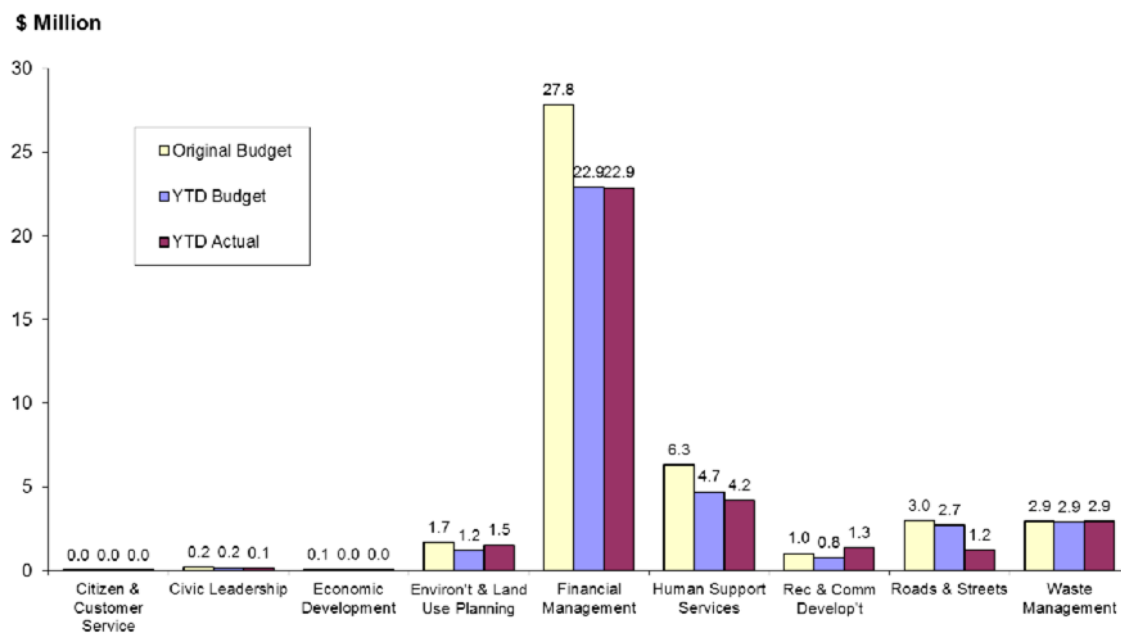
The forecast figures reported in this report reflect the original budget adopted by Council, adjusted for roll forwards from 2017-18 and budget reallocations.

Roll Forwards – These are committed expenditure items that for one reason or another have not been completed in the year they were budgeted, but must be delivered in the subsequent year/s. These most often relate to funded projects.

Budget Reallocations – This is where expenditure allocated to a particular project/program is reallocated to another project to ensure overall costs meet the adopted budget.

The following charts provide a graphical summary of the YTD revenue and expenditure, by program, compared to the original budget adopted by Council.

REVENUE SUMMARY



The above graph shows the original budget, the YTD budget and the YTD actual revenue. All areas of revenue are expected to achieve the original budget unless stated below. The following comments provide explanation on variances to budget.

Environment & Land Use Planning

- YTD actual revenue is favourable to budget by \$325k mainly due to:
 - an increase developer contributions of \$152k,
 - an increase in public open space contributions of \$126k
 - an increase in YTD animal infringements issued of \$45k,
 - an increase in building permit lodgement fees of \$37k, and
 - offset by a decrease in Fire Hazard Fees and Fines of \$26k
- Total annual revenue is forecast to be \$390k favourable to budget mainly due to unbudgeted funding received for Bannockburn South West Precinct of \$60k, increase in public open space and developer contributions totalling \$300k and the New Invaders Project of \$10k.

Financial Management

- Total annual revenue is forecast to be \$325k favourable to budget due to unbudgeted revenue for:
 - Federal Assistance Grants (FAG's) is forecast to be \$151k above budget due to additional 2018-19 funding for:
 - 2018-19 FAG's General Purpose Grant \$102k greater than budget,
 - 2017-18 Natural Disaster Recovery funding \$35k, and
 - 2017-18 FAG's General Purpose Grant adjustment \$14k.
 - Sale of land for rate recovery of \$142k, and
 - Contribution to Revaluation income \$41k.

Human Support Services

- YTD actual revenue is below budget by \$506k mainly due to:
 - a decrease in Bannockburn Children's Services Centre (BCSC) childcare fees of \$419k, partially offset by reduced employee costs of \$162k and staff salaries of \$84k. The performance of the BCSC was highlighted to Council in May 2018 and has continued to not achieve budget in during 2018-19. The BCSC budget forecasts have undergone a full review in March 2019, and
 - a decrease in Family Day Care fees of \$41k

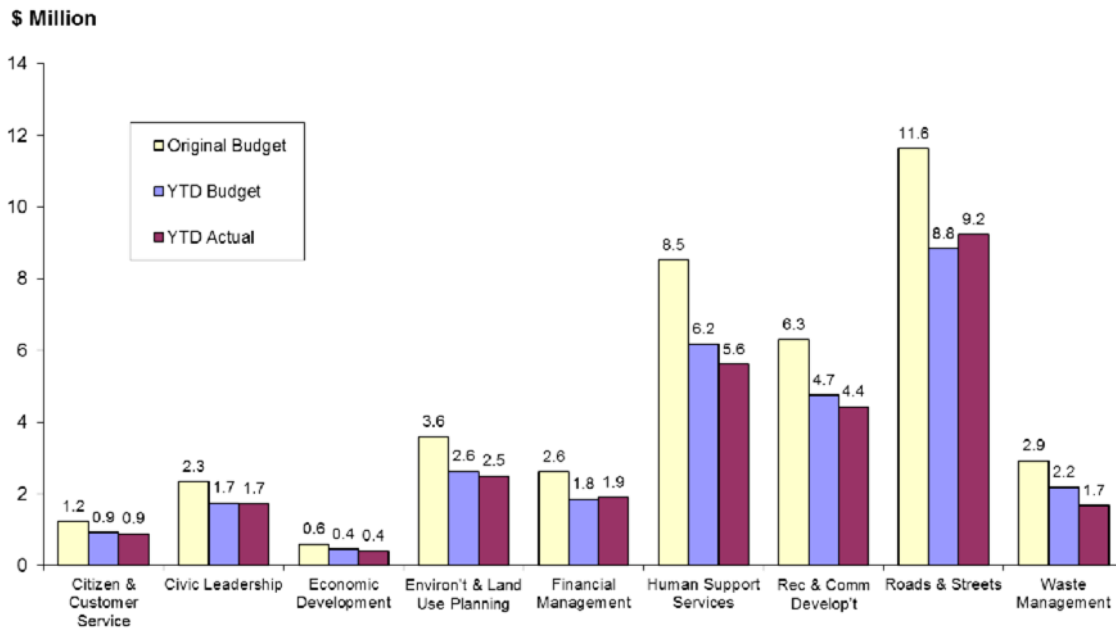
Recreation and Community Development

- YTD actual revenue is above budget by \$556k mainly due to:
 - an increase in funding received for:
 - Linton oval lighting upgrade 230k
 - World Game funding for Bannockburn soccer pitch \$225k, and
 - Inverleigh netball courts upgrade funding received in advance and anticipated to be carried forward to 2019-20 \$225k,
 - offset by a decrease in grant funding not yet received for Smythesdale Regional Skate Park Upgrade \$80k and Haddon Stadium Floor Replacement \$125k
- Total annual revenue is forecast to be \$2.31m favourable to budget primarily due to:
 - anticipated funding relating to projects awaiting completion from 2017-18, including:
 - Bannockburn Heart \$1.14m, and
 - World Game funding for Bannockburn soccer pitch \$250k.
 - an increase in grant funding relating to new projects, including:
 - Inverleigh Sporting Complex upgrade \$500k, and
 - Linton oval lighting upgrade \$230k.

Roads and Streets Infrastructure

- YTD actual revenue is below budget by \$1.47m mainly due to:
 - grant funding for Tall Tree Road upgrade not yet received of \$943k,
 - decrease for Coopers Bridge replacement no longer to be received \$800k,
 - offset by an increase in funding for Wall Bridge and Golden Lake Bridge renewals \$604k,
 - decrease in YTD gravel sales no longer sold externally \$122k, and
 - decrease in TAC footpath due to timing of grant receipts \$77k

EXPENDITURE SUMMARY



The above graph shows the original budget, the YTD budget and the YTD actual expenditure. All areas of expenditure are expected to be within the original budget unless stated below. The following provides further comment on the timing of some expenditure items and explanation on variances to budget.

Citizen & Customer Service

- Total annual expenditure is forecast to be \$55k unfavourable to budget primarily due to:
 - funding allocated to the review the 2017-2021 Council Plan and Municipal Public Health and Wellbeing Plan, planning for the next Council Plan and the development of a vision with the community of \$21k, and
 - increase in customer service salaries and wages \$37k

Civic Leadership

- Total annual expenditure is forecast to be \$46k unfavourable to budget primarily due to:
 - relief staff for vacant positions \$26k, and
 - risk management software not initially budgeted \$16k.

Environment & Land Use Planning

- YTD actual expenditure is below budget by \$126k mainly due to:
 - vacant positions in land use planning and building control \$158k,
 - a decrease in written down value for plant yet to be replaced \$47k,
 - decrease in Fire Prevention Works \$34k,
 - offset by an increase in community protection salaries \$42k,
 - offset by an increase in building compliance contractors \$38k, and
 - offset by implementation of the Bannockburn Parking and Traffic Management Strategy rolled forward from 2017-18 \$60k.
- Total annual expenditure is forecast to be \$245k unfavourable to budget primarily due to:
 - implementation of the Bannockburn South West Precinct project \$70k,
 - completion of the Bannockburn Parking and Traffic Management Strategy rolled forward from 2017-18 \$65k,
 - increase in building and compliance contractors \$52k,

- increase in provision for Bad and Doubtful debts for Animal, Parking and Local Laws \$35k,
- implementation of the Environmental Strategy rolled forward from 2017-18 \$22k.

Financial Management

- YTD actual expenditure is below budget by \$429k mainly due to:
 - a decrease in written down value of plant relating to fleet vehicles yet to be replaced \$205k,
 - vacant positions in property and rating, procurement and financial management \$146k,
 - a decrease in debt servicing costs \$32k, and
 - offset by an increase in contractors/relief staff \$32k.

Human Support Services

- YTD actual expenditure is below budget by \$563k mainly due to:
 - a decrease in Bannockburn Children's Services Centre (BCSC) employee costs of \$163k and staff salaries of \$84k, offset by decreased childcare fees \$419k. The performance of the BCSC was highlighted to Council in May 2018 and has continued to not achieve budget during 2018-19. The BCSC budget forecasts have been reviewed for March 2019,
 - a decrease in Commonwealth Home Support Program employee costs \$36k, and
 - a decrease in Personal Care \$54k.
- Total annual expenditure is forecast to be \$655k favourable to budget primarily due to:
 - a decrease in Bannockburn Children's Services Centre (BCSC) employee costs of \$301k and staff salaries of \$110k,
 - a decrease in Personal Care \$74k, and
 - a decrease in Commonwealth Home Support Program employee costs \$52k.

Recreation and Community Development

- YTD actual expenditure is below budget by \$322k mainly due to:
 - a decrease in depreciation expense \$180k,
 - vacant positions in health promotion \$86k,
 - a decrease in reserves and stadiums maintenance \$51k, and
 - a decrease in salaries for Volunteers \$45k,
 - offset by payment of the second quarter Geelong Regional Library Corporation contribution in advance \$100k.

Roads and Streets Infrastructure

- YTD actual expenditure is above budget by \$399k primarily due to:
 - an increase in:
 - drainage maintenance – rural \$197k,
 - gravel roads routine maintenance \$176k,
 - sealed road routine maintenance \$150k,
 - local roads major patching \$137k
 - routine bridge maintenance \$57k,
 - sign and guidepost maintenance \$31k, and
 - offset by:
 - a decrease in tree clearing \$114k,
 - a decrease in corporate overheads of \$69k
 - a decrease in Sago Gravel Pit procurement costs \$50k,
 - a decrease in roadside verge clearing \$37k, and
 - a decrease in drainage maintenance – townships \$26k.
- Total annual expenditure is forecast to be \$116k unfavourable to budget primarily mainly due to:
 - an increase in Major Patching costs \$60k,
 - increase in net Asset Management employee costs \$48k,
 - increase in Drainage maintenance spend of \$51k, and
 - offset by a reduction in Sago Hill Gravel procurement \$61k.

Waste Management

- YTD actual expenditure is below budget by \$518k primarily due to:
 - delayed payment for recycling disposal cost \$257k,
 - decreased garbage disposal costs \$125k,
 - decreased recycling and garbage collection \$58k, and
 - decreased Rokewood landfill rehabilitation works \$51k.
- Total annual expenditure is forecast to be \$344k favourable to budget primarily due to:
 - savings in recycling disposal cost \$200k,
 - decrease in garbage disposal costs \$78k, and
 - decrease in Rokewood landfill rehabilitation costs \$40k

Note – as the garbage charge is levied on a full cost recovery basis, any surplus from 2018-19 will be placed in trust and offset against future years expenditure.

Adjusted Underlying Result

The adjusted underlying result is forecast to increase by \$447k to a surplus of \$424k. \$425k is due to timing differences for projects and services funded in 2017-18 and anticipated to be delivered in 2018-19 and \$22k of forecast variances. These forecast variances include:

- additional 2018-19 Financial Assistance Grant allocation from Victorian Grants Commission \$151k,
- an increase in Public Open Space and Developer Community Contributions of \$300k,
- a decrease in forecast employee costs of \$1.14m,
- other favourable operating variances \$418k,

Offset by:

- a decrease in net revenue for Sago Hill gravel pit operations due to gravel no longer sold externally \$115k,
- relocation of Haddon House prior to commencement of the Golden Plains Community & Civic Precinct construction works \$50k,
- a decrease in User Fees and charges revenue \$846k,
- an increase in Procurement Contracts and Materials costs \$116k,
- an increase in Software Development costs of \$107k, and
- other unfavourable operating variances \$753k.

	Budget 2018-19 \$'000	Forecast 2019-19 \$'000	Variance \$'000
Total Comprehensive Result	3,270	6,307	3,037
Non-recurrent grants used to fund capital expenditure	(2,168)	(4,758)	(2,590)
Non-monetary asset contributions	(1,125)	(1,125)	-
Other contributions to fund capital expenditure	-	-	-
Adjusted Underlying Surplus/(Deficit)	(23)	424	447

In summary, the revenue and expense variances are not anticipated to impact on Council's financial position. \$425k of the above variances relate to timing differences and have been fully funded in 2017-18. These timing differences include projects/programs budgeted in 2017-18 that are now forecast to be delivered in 2018-19, and funds allocated in 2017-18.

A number of YTD favourable variances identified in this report relate to significant savings due to vacant staffing positions. These savings are expected to offset the remaining annual forecast operating variances at this stage.

BALANCE SHEET
As at 31 March 2019

The tables and notes below provide further detail on certain items in the Balance Sheet

Receivables

	Annual Budget			As at 31 Mar \$'000
	Original \$'000	Forecast \$'000	Movem't \$'000	
Rates and Garbage Debtors	1,683	1,404	(279)	5,968
Other Debtors	1,149	1,065	(84)	339
Total Receivables	2,832	2,469	363	6,307

As mentioned previously, rate notices are issued at the beginning of the financial year. Therefore, the receivable balance will reduce significantly as the 3rd and 4th rate instalment date passes (end of February and May) and for those paying 'in full', the payment date of 15 February 2019.

Other receivables primarily consist of items such as grants, pension rebates and fees and charges.

The following provides a summary of Council's Other Debtors that have been outstanding for more than 90 days.

Debtor > 90 Days	\$'000
Home/Personal Care Fees – 43 Clients	3
Fire Hazard Notices – 20 Properties	13
Other	5
Total	21

Home and Personal Care clients are reviewed regularly for their ability to pay, and services or rates are amended accordingly. Many clients are on payment plans and several have been delayed due to the fact they are to be settled as part of a TAC claim.

Outstanding monies relating to fire hazard notices accumulate interest and are generally attached as a charge against the property.

Land Held for Resale

	Annual Budget			As at 31 Mar \$'000
	Original \$'000	Forecast \$'000	Movem't \$'000	
Bakers Lane – Stage 4	322	0	(322)	0
Total Land Held for Resale	322	0	(322)	0

Bakers Lane is undeveloped land that was estimated to be developed and sold when the original budget was prepared. Land is classified as held for resale only when the sale of land is highly probable and expected to be sold within 12 months. This land was reclassified as a non-current asset at 30 June 2018 as this condition had not been met.

Borrowings

	Start Year	End Year	Annual Budget			As at 31 Mar \$'000
			Original \$'000	Forecast \$'000	Movem't \$'000	
B'Burn Rec Precinct – Land^	2009	2034	2,479	2,479	-	2,479
B'Burn Rec Precinct – Infrast.	2010	2020	201	201	-	247
B'Burn Cultural Centre	2010	2020	48	48	-	54
Parkers Road Bridge R'ment	2011	2021	158	158	-	172
LASF DB Plan Contribution^	2013	2023	1,560	1,560	-	1,560
Haddon Rec Reserve Upgrade^	2013	2023	134	134	-	134
GP Food Production Precinct^	2014	2024	1,230	1,230	-	1,230
Somerset Estate and The Well^	2014	2024	797	797	-	797
B'burn Civic Heart^	2016	2025	150	150	-	150
Smythesdale Sports Oval^	2017	2027	150	150	-	150
Woody Yaloak Eques upgrade^	2017	2027	90	90	-	90
BCSC Redevelopment^	2018	2028	500	500	-	500
Maude Rec Pavilion^	2018	2028	150	150	-	150
GPS community & Civic Centre^	2019	2029	5,000	5,000	-	-
Total Borrowings			12,646	12,646	-	7,713

^ These loans are to be financed utilising the Local Government Funding Vehicle (LGFV) - \$12.24m.
LGFV loans have a maximum term of 10 years, which is rolled over to achieve funding terms outlined above.

Net Assets

	Annual Budget			As at 31 Mar \$'000
	Original \$'000	Forecast \$'000	Movem't \$'000	
Total Assets	463,134	464,717	1,584	461,993
Total Liabilities	20,568	20,396	171	18,046
Net Assets	442,566	444,321	1,755	443,947

The Net Assets balance at 30 June 2019 is forecast to be \$1,755k above the original budget.

**STATEMENT OF CASH FLOWS
For 9 Months Ended 31 March 2019**

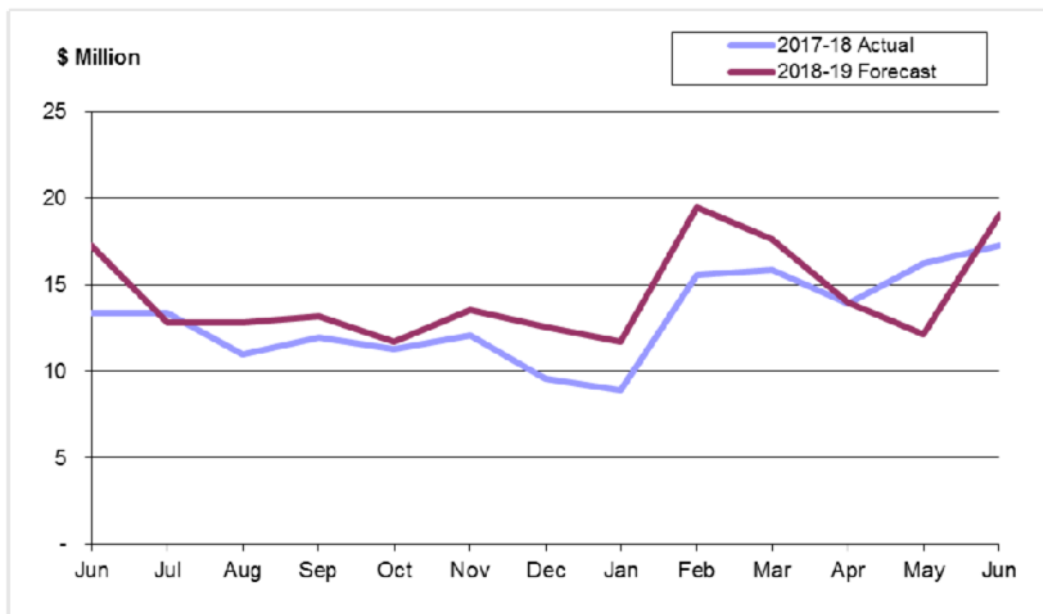
As shown in the following table, the forecast cash balance at 30 June 2019 of \$19.06m, compared to the original budget, is forecast to be \$8.68m favourable. This is primarily due to significant capital works projects being rolled into the 2019-20 financial year of \$6.9m.

	Annual Budget			Year to Date
	Original \$'000	Forecast \$'000	Movement \$'000	Actual \$'000
Opening Cash	10,590	17,270	6,680	17,270
Cash Receipts	48,073	50,634	2,561	31,733
Cash Payments	(48,288)	(56,231)	(7,943)	(31,382)
Increase/(Decrease) in Cash	(215)	(5,597)	(5,382)	351
Closing Cash	10,375	19,056	8,681	17,621

Projected Cash Flow

The following graph demonstrates how Council's cash balance fluctuates during the year. It shows the cash balance steadily reducing to January, before increasing significantly when the bulk of rate payments are received. The projected balance of \$19.06m does not include an assumption that 2019-20 FAG's funding will be received in advance in 2018-19.

The projected cash flow is used to assist management in making informed investment and financing decisions.



Cash and Investments

The following is a summary of where Council's operating funds were being held at 31 March 2019. All funds are invested in accordance with Standard Operating Procedure 3014 – Investment of Cash Reserves.

Maturity Date	Financial Institution (Current Interest Rate)	As at 31 Mar \$'000
At Call	Bendigo Bank – Operating (1.00%)	402
At Call	Commonwealth Bank (1.00%)	734
At Call	Commonwealth Bank CDA (1.40%)	6,310
At Call	Commonwealth Bank Emergency (1.00%)	4
6 Jun 19	Bank of Melbourne (2.45%)	1,039
12 May 19	ME Bank (2.65%)	2,565
25 Jun 19	Bank of Queensland (2.50%)	2,000
28 May 19	National Australia Bank (2.63%)	1,500
17 Apr 19	National Australia Bank (2.65%)	1,529
14 Jun 19	Bendigo & Adelaide Bank (2.70%)*	1,535
Total		17,618

* These investments predominately relate to Council's employee provision obligations.

Council also has the following long term investments totalling \$1.93m. These investments relate to Council's sinking fund it has established to meet its commitment in relation to the repayment of the Local Government Funding Vehicle (LGFV) in November 2019.

Maturity Date	Financial Institution (Current Interest Rate)	As at 31 Mar \$'000
8 Oct 19	P&N Bank (3.00%)	849
7 Oct 19	Bendigo & Adelaide Bank (2.80%)	528
10 Oct 19	AMP Bank (2.80%)	556
Total		1,933

The forecast cash balance of \$19.06m is favourable compared to the original budget and will be sufficient to fund Council's budgeted commitments through to 30 June 2019. It will also be sufficient to meet Council's retained earning commitments, such as employee entitlements, funds held in trust and to deliver projects from the prior year.

STATEMENT OF CAPITAL WORKS For 9 Months Ended 31 March 2019

	Annual Budget		Year to Date			
	Original Budget \$'000	Forecast \$'000	Carry-over to 2019-20 \$'000	Original Budget \$'000	Actual \$'000	Variance \$'000
Property	5,996	3,587	2,350	2,756	885	(1,871)
Plant and Equipment	1,956	2,382	0	1,632	1,831	198
Infrastructure	7,145	8,112	4,564	6,475	5,565	(911)
Total	15,097	14,081	6,914	10,863	8,280	(2,583)

The \$1.02m forecast decrease in the capital works program is mainly due to:

- projects rolled forward from 2017-18 of \$4.23m,
- an increase in grant funded projects for:
 - Teesdale-Lethbridge Road upgrade \$499k,
 - Wall Bridge renewal \$303k,
 - Golden Lake Bridge renewal \$300k
 - Linton oval lighting upgrade \$292k, and
 - E-waste Shed Rokewood Transfer Station \$99k, and
- Offset by carry-over of capital projects into 2019-20 of \$6.9m, most significantly Bannockburn Heart costs of \$1.45m, Coopers Bridge Rehabilitation \$1.51m, and Bannockburn Heart \$2.35m

The following provides comment on the timing of capital works projects.

Property

- YTD actual expenditure is below budget by \$1.92m mainly due to:
 - a decrease in the Golden Plains Community & Civic Centre \$1.4m, with the remainder to be carried forward into 2019-20,
 - a decrease in Haddon Stadium Floor replacement \$125k,
 - a decrease in Teesdale Toilet upgrade \$146k, and
 - a decrease in underground power upgrade for the Bannockburn Heart project \$225k.

Plant and Equipment

- YTD actual expenditure is above budget by \$333k mainly due to:
 - replacement of heavy plant rolled forward from 2017-18 of \$421k, and
 - offset by a decrease in replacement of other plant and machinery \$88k.

Infrastructure

- YTD actual expenditure is below budget by \$911k mainly due to:
 - a decrease in Bridge rehabilitation at Coopers Bridge \$1.47m,
 - a decrease in the Tall Tree Road upgrade \$444k,
 - a decrease in Somerset Estate Road infrastructure \$299k,
 - a decrease in local road improvements \$59k,
 - a decrease in the Bannockburn Streetscape upgrade \$39kOffset by:
 - an increase in local roads resealing \$39k,
 - an increase in Smythesdale Skate park upgrade \$51k,
 - an increase in the Batesford Playground rolled forward from 2017-18 \$83k,
 - an increase in the Bannockburn Heart project rolled forward from 2017-18 \$96k.
 - an increase for Wall Bridge & Golden Lake Bridge renewal not originally budgeted \$99k,
 - an increase in footpaths and trails \$192k,
 - an increase in local roads improvements (Roads to Recovery) \$222k,
 - an increase for Linton Oval Lighting upgrade not originally budgeted \$292k, and
 - an increase in the Bannockburn Vic Park Court upgrade rolled forward from 2017-18 \$325k,

GOLDEN PLAINS SHIRE COUNCIL
Monthly Budget Report: 9 Months to 31 March 2019
Corporate Summary

GL Account	Annual		Year to Date			
	Annual Original Budget	Forecast	Original Budget	Actual	Variance	
	\$	\$	\$	\$	\$	%
00 CITIZEN & CUSTOMER SERVICE						
Expenditure	(1,223,099)	(1,277,534)	(911,198)	(884,548)	26,650	3
Income	15,394	15,394	11,547	8,852	(2,695)	(23)
00 CITIZEN & CUSTOMER SERVICE Total	(1,207,705)	(1,262,140)	(899,651)	(875,696)	23,955	3
01 CIVIC LEADERSHIP						
Expenditure	(2,342,713)	(2,389,062)	(1,745,348)	(1,725,683)	19,665	1
Income	177,285	177,285	162,960	149,654	(13,306)	(8)
01 CIVIC LEADERSHIP Total	(2,165,428)	(2,211,777)	(1,582,388)	(1,576,029)	6,359	0
02 ECONOMIC DEVELOPMENT						
Expenditure	(593,500)	(572,869)	(448,102)	(399,656)	48,446	11
Income	50,316	50,316	38,987	28,928	(10,059)	(26)
02 ECONOMIC DEVELOPMENT Total	(543,184)	(522,553)	(409,115)	(370,728)	38,387	9
03 ENVIRONMENT & LAND USE PLAN						
Expenditure	(3,585,719)	(3,830,750)	(2,626,708)	(2,500,441)	126,267	5
Income	1,690,038	2,080,038	1,186,810	1,512,292	325,482	27
03 ENVIRONMENT & LAND USE PLAN Total	(1,895,681)	(1,750,712)	(1,439,898)	(988,149)	451,749	31
04 FINANCIAL MANAGEMENT						
Expenditure	(2,613,364)	(2,618,376)	(1,882,782)	(1,453,583)	429,199	23
Income	27,815,383	28,140,407	22,887,281	22,859,011	(28,270)	(0)
04 FINANCIAL MANAGEMENT Total	25,202,019	25,522,031	21,004,499	21,405,428	400,929	2
05 HUMAN SUPPORT SERVICES						
Expenditure	(8,526,802)	(7,872,222)	(6,173,801)	(5,610,786)	563,015	9
Income	6,310,708	5,623,317	4,707,345	4,201,295	(506,050)	(11)
05 HUMAN SUPPORT SERVICES Total	(2,216,094)	(2,248,905)	(1,466,456)	(1,409,491)	56,965	4
06 REC & COMMUNITY DEVELOPMENT						
Expenditure	(6,296,297)	(6,376,507)	(4,747,078)	(4,425,094)	321,984	7
Income	1,019,733	3,328,470	789,576	1,345,554	555,978	70
06 REC & COMMUNITY DEVELOPMENT Total	(5,276,564)	(3,048,037)	(3,957,502)	(3,079,540)	877,962	22
07 ROADS & STREETS INFRASTRUCTURE						
Expenditure	(11,621,202)	(11,736,546)	(8,835,586)	(9,234,720)	(399,134)	(5)
Income	2,993,517	3,092,483	2,705,872	1,234,955	(1,470,917)	(54)
07 ROADS & STREETS INFRASTRUCTURE Total	(8,627,685)	(8,644,063)	(6,129,714)	(7,999,765)	(1,870,051)	(31)
08 WASTE MANAGEMENT						
Expenditure	(2,916,705)	(2,573,098)	(2,183,427)	(1,665,317)	518,110	24
Income	2,917,509	3,046,233	2,903,130	2,934,105	30,975	1
08 WASTE MANAGEMENT Total	804	473,135	719,703	1,268,788	549,085	76
10 CLEARING						
Expenditure	(4,452,000)	(4,133,033)	(3,305,067)	(3,565,422)	(260,355)	(8)
Income	4,452,000	4,133,033	3,251,566	3,123,054	(128,512)	(4)
10 CLEARING Total	0	0	(53,501)	(442,369)	(388,868)	(727)
Total	3,270,482	6,306,979	5,785,977	5,932,451	146,474	3

**GOLDEN PLAINS SHIRE COUNCIL
Monthly Budget Report: 9 Months to 31 March 2019
Key Strategic Area Report**

GL Account	Annual		Year To Date			
	Original Budget	Forecast	Original Budget	Actual	Variance	
	\$	\$	\$	\$	\$	%
00 CITIZEN & CUSTOMER SERVICE						
100 COMMUNICATIONS & MARKETING						
Expenditure	(750,552)	(767,830)	(558,394)	(532,982)	25,412	5
Income	8,649	8,649	6,489	4,224	(2,265)	(35)
100 COMMUNICATIONS & MARKETING Total	(741,903)	(759,181)	(551,905)	(528,758)	23,147	4
101 CUSTOMER SERVICE CENTRES						
Expenditure	(472,547)	(509,704)	(352,804)	(351,566)	1,238	0
Income	6,745	6,745	5,058	4,628	(430)	(8)
101 CUSTOMER SERVICE CENTRES Total	(465,802)	(502,959)	(347,746)	(346,938)	808	0
00 CITIZEN & CUSTOMER SERVICE Total	(1,207,705)	(1,262,140)	(899,651)	(875,696)	23,955	3
01 CIVIC LEADERSHIP						
110 GOVERNANCE						
Expenditure	(753,451)	(804,302)	(585,607)	(616,394)	(30,787)	(5)
Income	8,845	8,845	6,633	4,343	(2,290)	(35)
110 GOVERNANCE Total	(744,606)	(795,457)	(578,974)	(612,051)	(33,077)	(6)
111 ELECTIONS						
Expenditure	(18,075)	(67,973)	(12,590)	(47,234)	(34,644)	(275)
Income	851	851	639	1,727	1,088	170
111 ELECTIONS Total	(17,224)	(67,122)	(11,951)	(45,507)	(33,556)	(281)
112 MEETINGS						
Expenditure	(84,517)	(70,940)	(62,492)	(55,190)	7,302	12
Income	13	13	9	0	(9)	97
112 MEETINGS Total	(84,504)	(70,927)	(62,483)	(55,190)	7,293	12
113 CORPORATE PLANNING						
Expenditure	(865,230)	(948,219)	(636,226)	(650,147)	(13,921)	(2)
Income	37,045	37,045	27,783	18,395	(9,388)	(34)
113 CORPORATE PLANNING Total	(828,185)	(911,174)	(608,443)	(631,752)	(23,309)	(4)
114 EMERGENCY MGT PLAN & SES						
Expenditure	(312,573)	(235,847)	(222,061)	(161,892)	60,169	27
Income	125,874	125,874	124,404	122,895	(1,509)	(1)
114 EMERGENCY MGT PLAN & SES Total	(186,699)	(109,973)	(97,657)	(38,997)	58,660	60
115 RISK MANAGEMENT AND O H & S						
Expenditure	(308,867)	(261,781)	(226,372)	(194,825)	31,547	14
Income	4,657	4,657	3,492	2,293	(1,199)	(34)
115 RISK MANAGEMENT AND O H & S Total	(304,210)	(257,124)	(222,880)	(192,533)	30,347	14
01 CIVIC LEADERSHIP Total	(2,165,428)	(2,211,777)	(1,582,388)	(1,576,029)	6,359	0
02 ECONOMIC DEVELOPMENT						
200 ECONOMIC DEVELOPMENT						
Expenditure	(520,541)	(478,000)	(394,181)	(333,035)	61,146	16
Income	15,307	15,307	11,478	9,410	(2,068)	(18)
200 ECONOMIC DEVELOPMENT Total	(505,234)	(462,693)	(382,703)	(323,625)	59,078	15
204 FARMERS MARKET						
Expenditure	(72,959)	(94,869)	(53,921)	(66,621)	(12,700)	(24)
Income	35,009	35,009	27,509	19,518	(7,991)	(29)
204 FARMERS MARKET Total	(37,950)	(59,860)	(26,412)	(47,103)	(20,691)	(78)
02 ECONOMIC DEVELOPMENT Total	(543,184)	(522,553)	(409,115)	(370,728)	38,387	9

GOLDEN PLAINS SHIRE COUNCIL
Monthly Budget Report: 9 Months to 31 March 2019
Key Strategic Area Report

GL Account	Annual		Year To Date			
	Original Budget	Forecast	Original Budget	Actual	Variance	
03 ENVIRONMENT & LAND USE PLAN						
300 LAND USE PLANNING						
Expenditure	(1,274,335)	(1,400,817)	(930,000)	(949,960)	(19,960)	(2)
Income	668,595	1,028,595	513,490	855,819	342,329	67
300 LAND USE PLANNING Total	(605,740)	(372,222)	(416,510)	(94,141)	322,369	77
301 BUILDING CONTROL						
Expenditure	(400,341)	(365,050)	(294,937)	(221,463)	73,474	25
Income	89,607	89,607	67,212	102,538	35,326	53
301 BUILDING CONTROL Total	(310,734)	(275,443)	(227,725)	(118,926)	108,799	48
303 FIRE PROTECTION						
Expenditure	(283,855)	(292,353)	(224,411)	(174,677)	49,734	22
Income	63,434	63,434	58,997	21,213	(37,784)	(64)
303 FIRE PROTECTION Total	(220,421)	(228,919)	(165,414)	(153,464)	11,950	7
304 ENVIRONMENTAL MANAGEMENT						
Expenditure	(480,075)	(535,292)	(349,301)	(366,208)	(16,907)	(5)
Income	50,545	60,545	47,408	58,158	10,750	23
304 ENVIRONMENTAL MANAGEMENT Total	(429,530)	(474,747)	(301,893)	(308,050)	(6,157)	(2)
305 COMMUNITY PROTECTION						
Expenditure	(626,026)	(713,451)	(449,281)	(440,516)	8,765	2
Income	570,019	590,019	295,431	276,069	(19,362)	(7)
305 COMMUNITY PROTECTION Total	(56,007)	(123,432)	(153,850)	(164,447)	(10,597)	(7)
306 PUBLIC HEALTH						
Expenditure	(521,087)	(523,787)	(378,778)	(347,617)	31,161	8
Income	247,838	247,838	204,272	198,496	(5,776)	(3)
306 PUBLIC HEALTH Total	(273,249)	(275,949)	(174,506)	(149,121)	25,385	15
03 ENVIRONMENT & LAND USE PLAN Total	(1,895,681)	(1,750,712)	(1,439,898)	(988,149)	451,749	31
04 FINANCIAL MANAGEMENT						
400 GENERAL REVENUE						
Expenditure	(2,173)	(2,173)	(1,629)	(1,411)	218	13
Income	27,027,905	27,170,515	22,277,846	22,437,638	159,792	1
400 GENERAL REVENUE Total	27,025,732	27,168,342	22,276,217	22,436,227	160,010	1
401 PROPERTY & RATING						
Expenditure	(831,575)	(741,074)	(561,728)	(437,366)	124,362	22
Income	497,333	679,747	391,824	411,860	20,036	5
401 PROPERTY & RATING Total	(334,242)	(61,327)	(169,904)	(25,506)	144,398	85
402 CORPORATE REPORTING & BUDGETING						
Expenditure	(393,477)	(431,806)	(286,029)	(259,142)	26,887	9
Income	7,923	7,923	5,940	3,921	(2,019)	(34)
402 CORPORATE REPORTING & BUDGETING Total	(385,554)	(423,883)	(280,089)	(255,222)	24,867	9
403 PROCUREMENT & CONTRACT MANAGEMENT						
Expenditure	(389,905)	(453,368)	(288,580)	(289,232)	(652)	(0)
Income	6,609	6,609	4,959	3,258	(1,701)	(34)
403 PROCUREMENT & CONTRACT MANAGEMENT Total	(383,296)	(446,759)	(283,621)	(285,975)	(2,354)	(1)

GOLDEN PLAINS SHIRE COUNCIL
Monthly Budget Report: 9 Months to 31 March 2019
Key Strategic Area Report

GL Account	Annual		Year To Date				
	Original Budget	Forecast	Original Budget	Actual	Variance		
404 RECORDS MANAGEMENT							
Expenditure	(265,404)	(263,698)	(195,044)	(186,014)	9,030	5	
Income	2,004	2,004	1,503	966	(537)	(36)	
404 RECORDS MANAGEMENT Total	(263,400)	(261,694)	(193,541)	(185,048)	8,493	4	
406 BORROWINGS							
Expenditure	(414,050)	(414,050)	(312,875)	(253,334)	59,541	19	
406 BORROWINGS Total	(414,050)	(414,050)	(312,875)	(253,334)	59,541	19	
408 PLANT REPLACEMENT							
Expenditure	(316,780)	(312,207)	(236,897)	(27,084)	209,813	89	
Income	273,609	273,609	205,209	1,368	(203,841)	(99)	
408 PLANT REPLACEMENT Total	(43,171)	(38,598)	(31,688)	(25,716)	5,972	19	
04 FINANCIAL MANAGEMENT Total	25,202,019	25,522,031	21,004,499	21,405,428	400,929	2	
05 HUMAN SUPPORT SERVICES							
500 MATERNAL & CHILD HEALTH							
Expenditure	(607,315)	(620,643)	(448,836)	(443,437)	5,399	1	
Income	256,029	330,961	202,463	251,362	48,899	24	
500 MATERNAL & CHILD HEALTH Total	(351,286)	(289,682)	(246,373)	(192,074)	54,299	22	
501 CHILDRENS SERVICES							
Expenditure	(329,034)	(312,182)	(243,454)	(238,329)	5,125	2	
Income	5,140	5,140	3,852	2,534	(1,318)	(34)	
501 CHILDRENS SERVICES Total	(323,894)	(307,042)	(239,602)	(235,795)	3,807	2	
502 HACC FOR YOUNGER PEOPLE							
Expenditure	(367,689)	(358,786)	(271,729)	(262,349)	9,380	3	
Income	409,223	232,375	306,918	212,609	(94,309)	(31)	
502 HACC FOR YOUNGER PEOPLE Total	41,534	(126,411)	35,189	(49,740)	(84,929)	241	
503 COMMUNITY TRANSPORT							
Expenditure	(209,642)	(189,590)	(159,658)	(101,732)	57,926	36	
Income	32,156	32,156	28,376	24,047	(4,329)	(15)	
503 COMMUNITY TRANSPORT Total	(177,486)	(157,434)	(131,282)	(77,685)	53,597	41	
504 COMMUNITY CENTRES							
Expenditure	(999,780)	(1,035,948)	(692,554)	(674,794)	17,760	3	
Income	128,712	129,619	95,028	86,872	(8,156)	(9)	
504 COMMUNITY CENTRES Total	(871,068)	(906,329)	(597,526)	(587,923)	9,603	2	
506 KINDERGARTENS							
Expenditure	(1,020,579)	(1,021,989)	(750,013)	(746,570)	3,443	0	
Income	1,013,220	995,500	759,912	780,770	20,858	3	
506 KINDERGARTENS Total	(7,359)	(26,489)	9,899	34,200	24,301	245	
507 BANNOCKBURN CHILDRENS SERVICES							
Expenditure	(3,215,507)	(2,775,686)	(2,293,704)	(2,016,922)	276,782	12	
Income	3,167,338	2,650,848	2,336,636	1,911,164	(425,472)	(18)	
507 BANNOCKBURN CHILDRENS SERVICES Total	(48,169)	(124,838)	42,932	(105,758)	(148,690)	346	

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508 FAMILY DAY CARE					
Expenditure	(315,927)	(285,079)	(235,404)	(214,515)	20,889
Income	263,100	204,060	197,322	156,469	(40,853)
508 FAMILY DAY CARE Total	(52,827)	(81,019)	(38,082)	(58,046)	(19,964)
COMMONWEALTH HOME SUPPORT PROGRAM					
Expenditure	(1,461,329)	(1,272,319)	(1,078,449)	(912,138)	166,311
Income	1,035,790	1,042,658	776,838	775,468	(1,370)
COMMONWEALTH HOME SUPPORT PROGRAM Total	(425,539)	(229,661)	(301,611)	(136,669)	164,942
05 HUMAN SUPPORT SERVICES Total	(2,216,094)	(2,248,905)	(1,466,456)	(1,409,491)	56,965
06 REC & COMMUNITY DEVELOPMENT					
505 HEALTH PROMOTION					
Expenditure	(683,906)	(760,564)	(503,650)	(434,636)	69,014
Income	515,728	523,728	354,620	404,765	50,145
505 HEALTH PROMOTION Total	(168,178)	(236,836)	(149,030)	(29,871)	119,159
600 COMMUNITY DEVELOPMENT					
Expenditure	(613,139)	(644,632)	(487,593)	(492,809)	(5,216)
Income	3,122	3,122	2,340	6,656	4,316
600 COMMUNITY DEVELOPMENT Total	(610,017)	(641,510)	(485,253)	(486,153)	(900)
601 LIBRARIES					
Expenditure	(458,492)	(458,695)	(343,600)	(441,959)	(98,359)
Income	1,214	1,214	909	603	(306)
601 LIBRARIES Total	(457,278)	(457,481)	(342,691)	(441,356)	(98,665)
602 ARTS & CULTURE					
Expenditure	(215,599)	(201,624)	(165,917)	(123,951)	41,966
Income	10,539	10,539	5,577	2,104	(3,473)
602 ARTS & CULTURE Total	(205,060)	(191,085)	(160,340)	(121,848)	38,492
603 YOUTH DEVELOPMENT					
Expenditure	(356,753)	(369,156)	(272,569)	(248,593)	23,976
Income	69,024	71,474	67,896	69,122	1,226
603 YOUTH DEVELOPMENT Total	(287,729)	(297,682)	(204,673)	(179,471)	25,202
604 RECREATION PLANNING					
Expenditure	(652,999)	(656,259)	(474,674)	(441,699)	32,975
Income	24,937	24,937	18,702	12,364	(6,338)
604 RECREATION PLANNING Total	(628,062)	(631,322)	(455,972)	(429,334)	26,638
605 RECREATION CONSTRUCTION					
Expenditure	(251,116)	(230,686)	(185,148)	(165,736)	19,412
Income	331,942	1,331,742	290,205	791,468	501,263
605 RECREATION CONSTRUCTION Total	80,826	1,101,056	105,057	625,732	520,675
606 RECREATION INFRASTRUCTURE MAINTENANCE					
Expenditure	(2,946,011)	(2,935,860)	(2,228,961)	(1,988,036)	240,925
Income	59,586	68,073	46,600	56,663	10,063
606 RECREATION INFRASTRUCTURE MAINTENANCE Total	(2,886,425)	(2,867,787)	(2,182,361)	(1,931,373)	250,988

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607 MAJOR PROJECTS					
Expenditure	(32,557)	(80,406)	(24,139)	(75,247)	(51,108) (212)
Income	3,641	1,293,641	2,727	1,809	(918) (34)
607 MAJOR PROJECTS Total	(28,916)	1,213,235	(21,412)	(73,437)	(52,025) (243)
608 VOLUNTEERS					
Expenditure	(85,725)	(38,625)	(60,827)	(12,427)	48,400 80
608 VOLUNTEERS Total	(85,725)	(38,625)	(60,827)	(12,427)	48,400 80
06 REC & COMMUNITY DEVELOPMENT Total	(5,276,564)	(3,048,037)	(3,957,502)	(3,079,539)	877,963 22
07 ROADS & STREETS INFRASTRUCTURE					
700 SEALED RD RTNE MTCE					
Expenditure	(1,555,624)	(1,501,956)	(1,175,216)	(1,297,752)	(122,536) (10)
Income	178,805	178,805	134,100	146,410	12,310 9
700 SEALED RD RTNE MTCE Total	(1,376,819)	(1,323,151)	(1,041,116)	(1,151,343)	(110,227) (11)
701 LOCAL ROADS RESEALING					
Expenditure	(2,192,497)	(2,195,419)	(1,643,547)	(1,635,949)	7,598 0
Income	3,157	3,157	2,367	1,568	(799) (34)
701 LOCAL ROADS RESEALING Total	(2,189,340)	(2,192,262)	(1,641,180)	(1,634,381)	6,799 0
702 LOCAL ROADS REHABILITATION					
Expenditure	(1,808,422)	(1,874,104)	(1,400,913)	(1,512,424)	(111,511) (8)
Income	1,218	1,218	912	603	(309) (34)
702 LOCAL ROADS REHABILITATION Total	(1,807,204)	(1,872,886)	(1,400,001)	(1,511,821)	(111,820) (8)
703 LOCAL ROADS IMPROVEMENTS					
Expenditure	(74,465)	(92,189)	(55,081)	(72,704)	(17,623) (32)
Income	1,530,113	2,029,579	1,383,334	845,677	(537,657) (39)
703 LOCAL ROADS IMPROVEMENTS Total	1,455,648	1,937,390	1,328,253	772,973	(555,280) (42)
704 GRAVEL ROADS ROUTINE MAINT.					
Expenditure	(1,024,603)	(1,035,491)	(756,221)	(908,189)	(151,968) (20)
Income	7,641	7,641	5,733	6,815	1,082 19
704 GRAVEL ROADS ROUTINE MAINT. Total	(1,016,962)	(1,027,850)	(750,488)	(901,374)	(150,886) (20)
705 GRAVEL RESHEETING					
Expenditure	(1,162,126)	(1,150,373)	(870,847)	(898,617)	(27,770) (3)
Income	1,217	1,217	909	603	(306) (34)
705 GRAVEL RESHEETING Total	(1,160,909)	(1,149,156)	(869,938)	(898,013)	(28,075) (3)
706 BRIDGE MAINTENANCE					
Expenditure	(710,355)	(708,753)	(531,528)	(571,244)	(39,716) (7)
Income	802,098	605,598	801,575	1,498	(800,077) (100)
706 BRIDGE MAINTENANCE Total	91,743	(103,155)	270,047	(569,746)	(839,793) 311
707 TREE CLEARING					
Expenditure	(448,860)	(445,793)	(414,025)	(241,978)	172,047 42
Income	3,035	3,035	2,277	1,508	(769) (34)
707 TREE CLEARING Total	(445,825)	(442,758)	(411,748)	(240,470)	171,278 42

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709 GRAVEL PITS					
Expenditure	(225,664)	(155,994)	(168,787)	(107,779)	61,008
Income	225,610	50,610	169,209	47,203	(122,006)
709 GRAVEL PITS Total	(54)	(105,384)	422	(60,577)	(60,999)
710 ASSET MANAGEMENT					
Expenditure	(511,548)	(618,635)	(412,550)	(420,993)	(8,443)
Income	72,480	132,480	54,360	100,155	45,795
710 ASSET MANAGEMENT Total	(439,068)	(486,155)	(358,190)	(320,838)	37,352
711 V/R ROUTINE MAINT (ON ROAD)					
Expenditure	0	0	0	0	
Income	0	0	0	128	128
711 V/R ROUTINE MAINT (ON ROAD) Total	0	0	0	128	128
717 DRAINAGE MAINT. TOWNSHIPS & RURAL					
Expenditure	(524,972)	(573,989)	(365,050)	(529,347)	(164,297)
Income	20,983	31,983	15,732	29,103	13,371
717 DRAINAGE MAINT. TOWNSHIPS & RURAL Total	(503,989)	(542,006)	(349,318)	(500,244)	(150,926)
718 PRIVATE WORKS					
Expenditure	(27,649)	(27,425)	(20,443)	(12,700)	7,743
Income	26,278	26,278	19,704	15,477	(4,227)
718 PRIVATE WORKS Total	(1,371)	(1,147)	(739)	2,777	3,516
719 LINEMARKING, GUIDEPOSTS & SIGN					
Expenditure	(255,070)	(254,162)	(199,404)	(221,627)	(22,223)
Income	2,784	2,784	2,088	1,553	(535)
719 LINEMARKING, GUIDEPOSTS & SIGN Total	(252,286)	(251,378)	(197,316)	(220,073)	(22,757)
720 STREET LIGHTING					
Expenditure	(161,477)	(157,658)	(128,074)	(141,200)	(13,126)
Income	1,000	1,000	747	0	(747)
720 STREET LIGHTING Total	(160,477)	(156,658)	(127,327)	(141,200)	(13,873)
721 TOWNSHIPS MAINTENANCE					
Expenditure	(673,095)	(673,205)	(495,670)	(475,084)	20,586
Income	15,277	15,277	11,457	12,454	997
721 TOWNSHIPS MAINTENANCE Total	(657,818)	(657,928)	(484,213)	(462,630)	21,583
723 BUS SHELTERS					
Expenditure	(12,345)	(12,345)	(9,261)	(10,920)	(1,659)
723 BUS SHELTERS Total	(12,345)	(12,345)	(9,261)	(10,920)	(1,659)
724 PATHS & TRAILS					
Expenditure	(252,430)	(259,055)	(188,969)	(176,214)	12,755
Income	101,821	1,821	101,368	24,200	(77,168)
724 PATHS & TRAILS Total	(150,609)	(257,234)	(87,601)	(152,014)	(64,413)
07 ROADS & STREETS INFRASTRUCTURE Total	(8,627,685)	(8,644,063)	(6,129,714)	(7,999,765)	(1,870,051)

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08 WASTE MANAGEMENT							
800 GARBAGE COLLECTION							
Expenditure	(2,668,474)	(2,372,159)	(1,998,548)	(1,545,069)	453,479	23	
Income	2,904,043	2,929,117	2,893,032	2,889,270	(3,762)	(0)	
800 GARBAGE COLLECTION Total	235,569	556,958	894,484	1,344,202	449,718	50	
801 MUNICIPAL TIPS							
Expenditure	(185,067)	(127,609)	(138,027)	(65,146)	72,881	53	
Income	12,613	116,263	9,459	44,412	34,953	370	
801 MUNICIPAL TIPS Total	(172,454)	(11,346)	(128,568)	(20,734)	107,834	84	
802 LITTER CONTROL							
Expenditure	(63,164)	(73,330)	(46,852)	(55,102)	(8,250)	(18)	
Income	853	853	639	422	(217)	(34)	
802 LITTER CONTROL Total	(62,311)	(72,477)	(46,213)	(54,679)	(8,466)	(18)	
08 WASTE MANAGEMENT Total	804	473,135	719,703	1,268,788	549,085	76	
10 CLEARING							
ONCOST CLEARING							
Expenditure	(3,552,000)	(3,233,033)	(2,630,067)	(2,808,804)	(178,737)	(7)	
Income	3,552,000	3,233,033	2,576,563	2,430,728	(145,835)	(6)	
ONCOST CLEARING Total	0	0	(53,504)	(378,076)	(324,572)	(607)	
PLANT CLEARING							
Expenditure	(900,000)	(900,000)	(675,000)	(756,618)	(81,618)	(12)	
Income	900,000	900,000	675,003	692,326	17,323	3	
PLANT CLEARING Total	0	0	3	(64,292)	(64,295)	0	
10 CLEARING Total	0	0	(53,501)	(442,369)	(388,868)	(727)	
Total	3,270,482	6,306,979	5,785,977	5,932,451	146,474	3	