

Sustaining growth. Strengthening communities.

## 2010 – 2011 Annual Report Delivering for Ballarat





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# STY'S THEATRE



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# This Annual Report

## Delivering for Ballarat

Welcome to the City of Ballarat's Annual Report for 2010 - 2011. This report outlines the City of Ballarat's performance, achievements and financial situation for the financial year 1 July 2010 to 30 June 2011.

## Reporting requirements

The Annual Report 2010-2011 has been prepared in accordance with the requirements and guidelines of the Local Government Act 1989.

It documents the City of Ballarat's financial and operational performance against the Council Plan 2009-2013. The Council Plan 2009-2013 outlines the organisation's objectives over a four-year period and clearly states how these outcomes will be achieved. The Council Plan was the first major task of the Council elected in November 2008. Its development involved significant community consultation, including a Community Summit, a series of community conversation sessions, one-on-one consultation and a significant number of community and stakeholder surveys. The Council Plan provides a clear direction for realising community's aims of growth and prosperity and drives all of Council's major projects and service initiatives.

## Council Plan and Annual Report structure

The Council Plan 2009-2013 provides the strategic planning framework for the City of Ballarat's management of Ballarat's growth and governance. It is drawn from a comprehensive community engagement program and it guides the planning and execution of Council policies and services through dedicated portfolio teams. It also underpins Council's strategic planning framework, *Ballarat: Today, Tomorrow, Together*, which is a blueprint for how Council will ensure the growth of the city is appropriate and sustainable.

The Council Plan aligns all Council services, strategies and planning processes within the themes of Growth and Development, People and Communities, and Destination and Connections. In doing so it establishes a direct connection between Council's objectives and actions. It guides all major Council led and Council funded projects that significantly contribute to managing and/or

providing for the responsible growth of Ballarat.

Ballarat's well-planned future is taking shape. Council's ongoing efforts, coupled with strong government, business and community partnerships, will deliver sustained growth and stronger communities for all of Ballarat.

The Annual Report 2010-2011 structure reflects that of the Council Plan 2009-2013, provides comprehensive corporate governance information, as well as detailed audited financial statements.

## Meeting readership needs

While this report has been developed according to Local Government requirements and guidelines, it is recognised that it may be read by members of the community, potential new residents, Council staff, community groups, local businesses, investors and state and national government bodies.

This report therefore aims to give all readers an overview of achievements and challenges over the financial year, as well as general information about Ballarat and the community, how the City of Ballarat as an organisation is structured, and an understanding of Council objectives during the 2010-2011 financial year.

## Feedback

Each year the City of Ballarat reviews the way the organisation reports achievements and challenges to ensure reporting and readership needs are met.

Please email feedback to:  
[ballcity@ballarat.vic.gov.au](mailto:ballcity@ballarat.vic.gov.au)

Please post feedback to:  
City of Ballarat, PO Box 655, Ballarat, Vic, 3353





## About Ballarat

One of Australia's fastest growing regional cities, Ballarat is a progressive community with a proud history and an ambitious approach to the future.

Ballarat residents enjoy the educational, health, employment and lifestyle options of a capital city, but with the lower cost base and traffic-free environment that regional living brings.

Ballarat is the regional capital of western Victoria, lying in the heart of the Central Highlands Region and the Ballarat West Urban Growth Zone, which will supply up to 16,000 home lots in the next 40 years.

### Location and growth

Ballarat is ideally positioned; within an easy drive of Melbourne and Melbourne International Airport, close to the port of Geelong, and strategically located on a key rail corridor and major highways.

As a result of this combination of lifestyle and location, Ballarat's population is growing at 2.3%. Ballarat is about to experience significant growth; the most conservative population projection shows Ballarat's population growing to 118,133 by 2026, an increase of 33% on current figures.

This predicted growth is the key driver underpinning planning, strategy and infrastructure delivery; while the seven key growth sectors of manufacturing, business services, retail, health and community services, education, tourism and ICT are the focus of economic development activity.

The total value of goods and services produced in the local economy is \$10.4 billion per annum with manufacturing contributing 36.6% of this at \$3.8 billion.

Ballarat's tourism industry is worth over \$560 million and attracts two million visitors each year to the region.

### Attractions and facilities

Residents enjoy quality sport and recreational facilities, a thriving arts and cultural community and top level education and health facilities.

Ballarat's childcare industry offers a range of options as does the education sector with its public and private primary and secondary schools, two universities, and a TAFE facility.

Thirty five kilometres of walking trails and cycling paths are complemented by 147 neighbourhood parks and 45 sporting



grounds, offering residents numerous recreational opportunities. Home ownership is more affordable in Ballarat; based on average prices, a house in Ballarat is around \$200,000 less than a comparable property in Melbourne. Residents have access to two major hospitals, a day procedure complex and more than 100 medical practitioners.

Ballarat's unique combination of attributes makes it one of Australia's leading regional centres.

### Snapshot: Ballarat

Population: **88,440** (ABS 2006)  
Estimate of current population: **98,000**  
Population growth target (by 2030): **130,000**  
Population born in Australia: **86.4%**  
Land area: **740 sq km**  
Average house price: **\$257,500 (REIV 1Q10)**  
Primary schools: **37**  
Secondary schools: **10**  
Universities: **2**



### The Wathaurung People

The municipality's total land area of just under 740 square kilometres is part of an area of land under the traditional custodianship of the Wathaurung people.

Over many centuries the Wathaurung people lived in an area that stretched from Ballarat to Victoria's southern coastal area near Lorne, to the Werribee River.

It is generally accepted that the name Ballarat came from two aboriginal words signifying a camping or resting place – 'balla' meaning 'elbow' or 'reclining on the elbow' and 'arat' meaning 'place'.



## Mayor's Message

The past year has been both challenging and rewarding for this Council. It was a year marked by a series of significant achievements including the refill of Lake Wendouree; a \$4.5 million facilities upgrade at the Ballarat Aquatic Centre; a budget which kept rate increases to just 3.5% - the lowest in the region; and construction of the first stage of a regional soccer facility.

2010-2011 was defined by hard work, fiscal responsibility, delivery of capital projects and essential services, planning for future growth, maintenance of assets and infrastructure, and extensive community consultation.

In a year of significant achievements a standout milestone was the transformation of Lake Wendouree. Council's investment in the pipes and pumps to fill the lake, and keep it full, has ensured that this stunningly beautiful lake continues to be a social, sporting and recreational hub for the region, rightfully confirming its status as the jewel in Ballarat's crown.

Dredging of the rowing course and harvesting of lake weed is continuing, and Council is confident that bids to attract major events will once again see rowers, tri-athletes and canoeists from around the country, if not the world, competing on its waters. In February Council received a major industry award for its work in securing a sustainable water supply for Lake Wendouree.



The higher than average rainfall that helped fill the municipality's lakes also had a downside, with parts of the city experiencing flooding as a result of January's once-in-a-century rain events. Alfredton, Delacombe and parts of Miners Rest were worst hit with sandbags failing to stop rising waters from entering properties in some areas. While Ballarat escaped relatively unscathed compared with other regions, I witnessed the heartbreak of the floods first hand during visits to the homes of affected local residents. Council responded quickly in the aftermath; providing assistance with the clean up, offering support to residents and fast-tracking a half a million dollar program of flood mitigation works.

One of the biggest challenges facing Ballarat in the next decades is population growth. It's a challenge that this Council is meeting head on; we recognise the need to provide the infrastructure and experiences of a capital city, while enhancing and protecting all that is special and unique about Ballarat and its lifestyle.

Growing at a rate of 2.3%, Ballarat's population is expected to reach 100,000 next year, climbing to 130,000 in the next fifteen years. Planning for this growth - to provide the housing, jobs and other infrastructure which will be demanded by residents - has been a priority for Council. Work is well underway on the Ballarat West Urban Growth Zone - which will supply up to 16,000 home lots and key activity centres; and on the development of the Ballarat West Employment Zone - to provide for 3900 jobs on 223 hectares, including the redevelopment of a regional airport.

In the past year Council invested heavily in planning for the revitalisation of the Ballarat CBD - including redevelopment of the former Civic Hall site to provide 27,000m<sup>2</sup> of commercial office space - whilst also planning for an additional 50,000m<sup>2</sup> of office space across the broader CBD.

Council's master plan for the site has articulated a vision which involves Council taking the lead with the development of a project which will unlock the potential of this key CBD site. Council has agreed that the next stages will involve the appointment of an architect to design purpose-built Council offices on the Civic Hall site; relocation of Council's office-based functions to a new building on the site will help 'kick start' interest from the private and government sectors to undertake their own developments on the site. It will also free up the ground floor of the Town Hall for community use.

Fiscal responsibility continued to be a hallmark of this Council, with the Long Term Financial Strategy ensuring rate rises were kept to a regional minimum.

Council worked to achieve a balance between meeting the complex and diverse needs of current residents; planning for a future of rapid expansion, and its role and responsibilities as the regional capital of western Victoria.

At a regional level the City of Ballarat continued to take a strong leadership role on a range of issues around sustainability, job creation, transport, connectivity and investment.

Ballarat's heritage is one of its greatest assets and in the past year Council delivered projects to preserve the unique and iconic Arch of Victory, and to restore the majesty of the Town Hall and the Art Gallery of Ballarat, two of the city's most important gold rush era buildings.

Council takes its role as custodian of the original Eureka Flag very seriously; major conservation work to repair and restore this priceless national artefact was an important undertaking in 2010-2011. Ballarat's heritage credentials received a further boost when it won a prestigious planning industry award for its 'Preserving Our Heritage' Strategy.

The past year was also very much about the people of Ballarat. Council delivered around 120 separate activities, programs and services to meet the needs of residents across the age spectrum. I was fortunate to take a small part in the delivery of some of those services; reading to young children at the library during story time and delivering meals to elderly residents, just two highlights in a busy schedule of involvement in local activities.

As a Council we made it a priority to meet and talk regularly with residents about a range of issues at a variety of locations. Community barbeques were followed by a community stakeholder summit and complemented throughout the year by numerous opportunities to meet with Council officers to provide input on specific plans or projects.

The City of Ballarat will continue to work in the best interest of its residents in 2011-2012 and looks forward to delivering key services and projects that will preserve and enhance the liveability of this city.



## CEO'S Message

The 2010-2011 financial year saw Council return a strong financial performance, reduce outstanding planning permits to a record low, respond to the challenges of changing environmental conditions, work co-operatively with its counterparts at a state and regional level, and build a strong relationship with the new State Government.

The role of local government is increasingly complex, and in 2010-2011 the City of Ballarat worked at the local level to deliver major projects and provide more than 120 services for residents; at the regional level to develop strategic approaches to issues affecting the Central Highlands Region; and at the state level through Regional Cities Victoria, to shape and implement policies that affect councils throughout Victoria.

It is pleasing to report that Council's financial position at the end of the 2010-2011 financial year was strong. Council's budget outcomes were robust and remained consistent with the Long Term Financial Strategy. We were able to deliver programs and projects within the long term financial plan parameters, and importantly, within the rating strategy which sees rates capped at 4%.

Based on our financial modelling for the future, the strength of what this Council has done through strong but prudent financial management puts it in the enviable position of being able to contemplate or plan projects – like the redevelopment of the Civic Hall site, or other key developments – which may require borrowings in the future.

Council has delivered against all financial indicators and against the Long Term Financial Strategy and is in a strong financial position to continue the direction set down by the Councillors and the community.

From an organisational perspective the City of Ballarat's performance in 2010-2011 was better than it has ever been with key service performance indicators around delivery and financial management showing a strong result across all business units. Of the 424 indicators/performance measures covering delivery of all of Council's programs and projects, 382 were on track, which equates to an average of 92% over the year.

Streamlined processes and additional staff in the planning unit combined to reduce to a record low the number of permit applications in the system at any one time. In a big win for the community, applicants are generally receiving planning decisions in a shorter timeframe than in previous years. Council also undertook a review of its planning mediation process, with new mediation procedures designed to further reduce timeframes for planning permit applications.

In February Council received a clear audit review from the Local Government Inspectorate for its improved governance practices which included increased openness and transparency in the accuracy of information contained in statutory registers and declarations of interest returns. Council also received a clean audit for governance in terms of its compliance with the Local Government Act; a great result, and in line with Council's clear direction at the beginning of its term that good governance practices at Councillor and organisational levels were a key priority.

The Meals on Wheels service plays a vital role in our community. Each week 170 volunteers deliver an average of 3,250 meals to more than 650 local residents around the municipality. In October Council reviewed the service to benchmark it against industry standards with a view to enhancing meal quality, food handling practices and safe delivery methods.

Supported by a client and stakeholder advisory committee, the review recommended changes to better comply with food safety handling standards, in particular that meals no longer be delivered via eskies to clients' homes, and that a cook/chill method of food preparation be adopted. The new system provides clients with better quality meals and allows greater flexibility around when the meal is eaten.

Changing environmental conditions - which saw above-average rainfall follow a decade of drought - continued to present operational challenges for the organisation. Maintenance of public areas including mowing of parks and gardens, and the delivery of projects such as road works, were modified to take account of the effects of changed weather patterns. Staff proved to be adaptable and flexible, changing priorities and schedules to work around weather-related issues.

Localised flooding in some parts of the municipality in January proved to be a good test of Council's emergency management

procedures and I'm pleased to report that before, during and after the floods the organisation responded quickly, efficiently and compassionately. Council staff showed their dedication to the community with responses that went above and beyond their normal duties. All involved are to be commended. Council's robust financial position meant that it was able to meet the cost of fast-tracking flood mitigation works in the worst hit areas.

Midway through the year Council's information technology networks were compromised when illegal access was gained after a third party IT provider had its systems breached. The incident was not in any way due to a security failure of Council's IT systems; no ratepayer information was accessed, no essential services were affected and the level of disruption and inconvenience was minimal.

Council quickly determined that ratepayer information was safe in the corporate data bases, protected by the second and third levels of security inherent in Council's system. Council immediately put its IT Recovery Plan into action, rebuilding the IT system from the ground up and taking the opportunity to review and enhance the security environment. Council is confident that its systems are secure.

The City of Ballarat's role in regional development has never been more important. Council continued to actively work with Regional Cities Victoria to shape and implement regional development policies and financing for all of Victoria. This key body includes the ten largest municipalities in provincial Victoria and provides a voice to articulate the concerns of regional and rural populations. Having a strong voice was particularly important given the change of government in 2010.

Fortunately, Council enjoys strong relationships with the Coalition Government and with the Ministers for Regional Cities and for Regional and Rural Development. We have continued to work to consolidate these relationships.

Ballarat's role as the regional capital of western Victoria sees this Council continue to play a hugely influential role. Ballarat once again chairs the Central Highlands Mayors' and CEOs' Forum which has completed a number of strategic plans for the Central Highlands Region. Projects to deliver an integrated land use plan framework for the entire region, to establish Australia's first heritage region, and to roll out broadband technology in the region are all underway.

The organisational arm of the City of Ballarat continues to work closely with Councillors in the best interests of residents and ratepayers. I'd like to thank staff and Councillors for their hard work and dedication.



# Our Municipality

The City of Ballarat adjoins the municipalities of Moorabool Shire (to the east) which separates Ballarat from the outer suburbs of Melbourne; Hepburn Shire (to the north); Pyrenees Shire (to the west); and Golden Plains Shire (to the south) which separates Ballarat from Geelong.

## History

The municipal district of the City of Ballaarat (historical spelling) was first created in 1856, followed shortly after by the creation of the City of Ballaarat East in 1857. These two municipalities merged in 1921 to form the City of Ballaarat. The city was surrounded by the Borough of Sebastopol and the Shires of Buninyong, Grenville, Bungaree and Ripon.

The present municipality - created by an Order of Parliament on 6 May 1994 under the Victorian Local Government Act - is the amalgamation of the previous Shire of Ballarat, City of Ballaarat, the Borough of Sebastopol, and parts of the Shires of Bungaree, Buninyong, Grenville and Ripon.

From 1996 to 2008 the municipality was divided into nine electoral wards, each represented by a single councillor elected using a preferential voting system. After the Victorian Electoral Commission (VEC) conducted a review of the electoral structure of the City of Ballarat in 2006/07, the municipality was restructured in the interests of fair and equitable representation. For the November 2008 general election it became a three-ward electorate (Central, North and South wards), each represented by three Councillors elected for a four year term using the proportional representation voting system.

The VEC will conduct another representation review of the Ballarat municipality between November 2014 and May 2016 to determine whether the current structure still provides fair and equitable representation.

## Electoral Structure of Ballarat City Council





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# Our Council

Ballarat City Council is a public statutory body constituted under the Local Government Act 1989. The Act determines the purposes and objectives of Council and defines a number of functions and powers which Council is required to undertake in order to provide leadership and good governance for the municipal district and the local community. It is also responsible for determining the organisation's direction and overseeing its performance on behalf of the Ballarat community.

The current Council was elected on 29 November 2008 for four years under the three ward electoral structure introduced in 2008, with each ward represented by three Councillors.

## Central Ward



**Cr Craig Fletcher**

*(Mayor, Dec 2010 - July 2011)*

*Elected: 21 March 2008*

**Ph:** (03) 5320 5528

**E:** craigfletcher@ballarat.vic.gov.au

Portfolio: Destination and Connections



**Cr Mark Harris**

*(Deputy Mayor Dec 2010 - July 2011)*

*Elected: 29 November 2008*

**Ph:** 0458 004 844

**E:** markharris@ballarat.vic.gov.au

Portfolio: People and Communities



**Cr Judy Verlin**

*(Mayor, July 2010 - Dec 2010)*

*Elected 29 November 2008*

**Ph:** 0407 431 652

**E:** judyverlin@ballarat.vic.gov.au

Portfolio: Growth and Development

## North Ward



**Cr Samantha McIntosh**

*Elected: 29 November 2008*

**Ph:** 0458 004 880

**E:** samanthamcintosh@ballarat.vic.gov.au

Portfolio: Destination and Connections



**Cr Noel Perry**

*Elected: 29 November 2008*

**Ph:** 0429 004 333

**E:** noelperry@ballarat.vic.gov.au

Portfolio: Growth and Development



**Cr John Philips**

*Elected: 21 March 2008*

**Ph:** 0417 388 706

**E:** johnphilips@ballarat.vic.gov.au

Portfolio: People and Communities

## South Ward



**Cr Cheryl Bromfield**

*Elected: 29 November 2008*

**Ph:** 0448 024 755

**E:** cherylbromfield@ballarat.vic.gov.au

Portfolio: Destination and Connections



**Cr Des Hudson**

*Elected: 18 March 2002*

**Ph:** 0409 865 093

**E:** deshudson@ballarat.vic.gov.au

Portfolio: People and Communities



**Cr Ben Taylor**

*Elected: 29 November 2008*

**Ph:** 0419 507 305

**E:** bentaylor@ballarat.vic.gov.au

Portfolio: Growth and Development

## Councillor portfolio structure

This Council has established a portfolio structure that aligns Councillors' strengths and expertise with the major functions of Council in the three key focus areas of the Council Plan 2009-2013, namely:

- Growth and Development;
- People and Communities; and
- Destination and Connections.

This portfolio structure, shown in the diagram below:

- Promotes better integration/direction for all service delivery and planning for a future of sustainable growth;
- Focuses on the recognition of the importance of service and planning delivery; and
- Promotes recognition that the whole purpose of sustainable growth is to deliver benefits for the whole community.

## Today, Tomorrow, Together Ballarat Framework

### Growth and Development

*One Councillor from each of North, Central and South Wards. Supported by organisational directors*

**FOCUS:** Oversee and plan for residential, industrial and commercial growth in Ballarat. Develop priorities to deal with the employment, infrastructure and housing issues arising from the expected 30% growth in Ballarat's population over the next 25 years.

**KEY ACTIVITIES:** Revitalisation of the Central Business Area of Ballarat, Ballarat West Growth Area, development of Ballarat Airport, protecting Ballarat's heritage, pursuing key transport strategies

### People and Communities

*One Councillor from each of North, Central and South Wards. Supported by organisational directors*

**FOCUS:** Promote a safe, healthy, connected, environmentally sustainable, innovative and well serviced community.

**KEY ACTIVITIES:** Implementation of positive ageing strategy, building and amalgamation of three maternal and child care centres, implementation of Youth Strategy, promotion of child and family friendly communities, hosting of community forum to pursue aims of reconciliation, recognition and acknowledgement.

### Destination and Connections

*One Councillor from each of North, Central and South Wards. Supported by organisational directors*

**FOCUS:** Oversee the destination management of Ballarat, reshaping people's image and perceptions of Ballarat to make it a destination of first choice to visit, live and invest.

**KEY ACTIVITIES:** Destination marketing activities, strategic arts and heritage framework, manage Council's arts and culture functions and infrastructure, destination branding targeting visitation, liveability and investment, economic development sector development and facilitation.

## Council business

The Mayor is elected by the Councillors for a 12 month term and in December 2010 Cr Fletcher was elected to this position.

In 2010 – 2011 there were 22 ordinary Council meetings held on the second and fourth Wednesdays of the month with the exception of December 2010 and January 2011. There were also two special Council meetings held on 6 December 2010 and 15 June 2011 to elect the Mayor for the next 12 months and to hear submissions on the proposed 2011/2012 Budget respectively.

The Council Meeting agenda includes a public question time as a standard item and members of the public, with prior notification, are invited to make submissions to Council at the meeting and to participate in the local democratic process.

Council holds closed meetings on the first and third Wednesdays of the month to discuss the matters to be placed on the agenda for the next Council meeting.

## Council's commitment

Upon election in November 2008, Ballarat City Council developed a number of statements that outlined its commitment to the community, to ensure all understood the objectives that the Council would be measured against and by which its performance would be judged.



## Statement of Intent

Council understands it has been elected by ratepayers to achieve the following outcomes over the four year term until November 2012:

- Council will implement best practice procedures for its governance and community engagement processes that provide confidence to ratepayers in its processes of decision making and participation.
- Council will develop safe, connected, resilient communities and value the important role of sustainable townships and rural communities.
- Council will provide regional leadership and representation to state and federal governments.
- Council will preserve and promote the municipality's diversity of lifestyles, landscapes and communities to build a strong sense of community pride.
- Council will respect and promote Ballarat's cultural, built and natural heritage and embrace these values in planning for our future.
- Council will ensure Ballarat's growth and development is managed to create progressive economic, social and environmental outcomes.
- Council will work with communities to plan for continued climate change and lead the community in reducing carbon emissions.
- Council will establish a clear framework that revitalises Ballarat's Central Business District and Lake Wendouree precinct.

## Principles of Practice

Council has established the following value-based principles of how it will act on behalf of the community, how it will represent the community and undertake the governance of the City. These principles outline how Council will achieve its Statement of Intent.

- Council will act in the interests of ratepayers and residents, while balancing the needs of specific interests in our community.
- In demonstrating collective leadership, Council will maintain robust and transparent debate that is respectful of all views and opinions.
- Council will think and act strategically, whilst being receptive to new ideas and opportunities.
- Council will maintain an "open for business" attitude to serving the community.
- Council's key decisions will be based on engaging with communities and stakeholders, and clearly communicating the rationale for those decisions.
- Council is committed to delivering excellence in customer services that focus on delivering positive and timely outcomes.
- Council will always endeavour to choose local solutions for local outcomes.
- The City of Ballarat will be a proud, progressive, pioneering organisation where Councillors and staff can make a difference.

## Councillor Attendance 2010 - 2011

From a total of:

- 22 Ordinary Council Meetings
- 2 Special Council Meetings

	Ordinary Meetings of Council	Special Council Meetings	Apology/Leave of Absence	Total Meetings Attended
Cr Bromfield	18	2	4	20
Cr Fletcher	20	2	2	22
Cr Harris	21	2	1	23
Cr Hudson	22	2	0	24
Cr McIntosh	20	2	2	22
Cr Perry	18	2	4	20
Cr Philips	22	2	0	24
Cr Taylor	20	2	2	22
Cr Verlin	19	1	4	20



“ We the Councillors of the City of Ballarat, declare that we will carry out our duties in the best interests of the community, and through collective leadership, will maintain the highest standards of good governance. ”



# Our Year in Review

JULY  
2010



- Ballarat Show Day (Friday 12 November 2010) announced as public holiday
- Eureka Centre Stage Two redevelopment commenced
- In Your Face Exhibition opened at the Art Gallery of Ballarat
- Children's book *Ballarat Wonderland* launched
- Traffic lights installed at intersection of Sturt and Armstrong sts
- Royal South Street Society Eisteddfod commenced
- NAIDOC Week celebrations
- Melbourne to Ballarat Cycling Classic
- Ballarat Industry Participation program reviewed, revealing 88.6% of Council expenditure awarded locally

AUGUST  
2010



- B31 Ballarat Business Month
- National Tree Day
- Hearing Awareness Week
- New lighting installed at Eastern Oval
- Learmonth Hall restoration completed
- Battle of the Bands
- Ballarat TravelSmart map launched
- Energy efficient street lighting installed in Learmonth
- Central Highlands Regional Strategic Plan launched
- Health sector and education sector economic capability and gap reviews adopted

SEPTEMBER  
2010



- Australian Masters Road Cycling Championships
- Herald Sun Tour Cycling Classic
- Eureka Flag sent to Adelaide for major conservation work
- Tai Chi classes commenced as part of Council's CBD Strategy
- Taste food and wine exhibition at Wendouree Sports and Events Centre
- Inaugural Rick Amor Drawing Prize announced at Art Gallery of Ballarat
- City of Ballarat received Victorian Multicultural Award for Local Government
- Work commenced on developing the Ballarat Smart Living Centre
- Sebastopol city entrance beautification works completed
- Ballarat Industry Workforce Development Strategy adopted
- Bar None photographic exhibition
- Rosemary Garth announced as 2010 Ballarat Senior of the Year
- Ballarat Western Link Road business case completed

OCTOBER  
2010



- Visitor Information Centre moved to temporary location - 43 Lydiard Street North
- Redevelopment of the Ballarat Aquatic Centre completed
- Community Safety month
- Seniors Festival
- Rowing course dredging on Lake Wendouree commenced
- Children's Fun Day
- Buninyong Tennis Centre redevelopment commenced
- SpringFest around Lake Wendouree
- Design of Western Link Road commenced
- City of Ballarat Youth Awards
- Breastfeeding project received Victorian Early Years Award
- Ballarat Botanical Gardens listed on Victoria's Heritage Register
- City of Ballarat's Preserving our Heritage Strategy won Planning Excellence Victoria award

NOVEMBER  
2010



- New café opened at the Art Gallery of Ballarat
- Town Hall restoration works completed
- Civic Hall Redevelopment Master Plan
- Trout released into Lake Wendouree
- Art Gallery of Ballarat Board restructured
- Inaugural Fresh Produce Market
- City of Ballarat received national Savewater! Award for water saving initiative at the Marty Busch Sporting Precinct
- White Ribbon Day
- Ballarat Western Link Road funded

DECEMBER  
2010



- Community Summit held at the Ballarat Town Hall
- Cr Craig Fletcher elected Mayor
- Ballarat Rural Land Use Strategy adopted by Council
- 'Come to Life It's Christmas' street party
- Eureka 156 Celebrations
- Digital Odyssey tour by artist Craig Walsh
- Launch of Ballarat Multicultural Calendar 2011

JANUARY  
2011



- Australian Open Road Cycling Championships
- Australia Day celebrations and awards
- Arts in the Park
- 'Your Guide to Living With Koalas' brochure launched
- Two new township signs for Learmonth unveiled
- Water skiing returned to Lake Burrumbeet
- Summer in the City program commenced

FEBRUARY  
2011



- Ballarat Regional Football (Soccer) Facility completed
- North Melbourne Football Club Community Camp
- Arch of Victory restoration commenced
- 2011 Ballarat Youth Council appointed
- LEAP (Localities Enhancing Arts Participation) project launched
- Artlink Schools Access program launched
- Flood mitigation works commenced in Bonshaw Creek
- City of Ballarat's initiative on a sustainable water supply for Lake Wendouree receives LGPro Excellence Award
- Business services capability and gap review released and adopted

MARCH  
2011



- Ballarat Begonia Festival
- National Neighbour Day
- Earth Hour observed by Council
- Clean Up Australia Day
- Cultural Diversity Week
- Formula 1 team visited Ballarat
- Inaugural Harmony Festival

APRIL  
2011



- Ballarat Airport Open Day
- National Youth Week
- Community Advisory Panel appointed for Civic Hall project
- Federal funding provided for CCTV
- Ballarat Show Day (Friday 11 November 2011) announced as public holiday
- Digital images projected onto Town Hall for Easter and ANZAC Day
- Water skiing returned to Lake Learmonth
- New suburb of 'Lucas' announced as part of Ballarat West Growth Area Plan

MAY  
2011



- Harold 'Pompey' Elliott statue unveiled
- Ballarat Heritage Weekend
- Time capsule uncovered from the Burke and Wills Fountain
- City of Ballarat's Preserving our Heritage Strategy received a Heritage Council of Victoria Award
- Flood mitigation works commenced in Delacombe
- National Reconciliation Week launched

JUNE  
2011



- Revised Council Plan 2009 – 2013 adopted by Council
- 2011/12 Budget adopted by Council
- New Disability Advisory Committee appointed
- Victoria Park Community Visioning project released
- Dowling Forest Precinct Master Plan released
- New Play Space installed at Marty Busch Reserve
- Baseball diamond upgrade at Prince of Wales Park



# Financial Sustainability

Council manages the many demands on funding to provide a diverse range of services to the residents of Ballarat. The City of Ballarat is a \$1.5 billion entity with an annual revenue of \$135 million.

The current economic climate and the continued need to provide services at ‘value for money’ to ratepayers, requires strong financial planning for both the short and long term outlook. This is achieved through a rigorous process of financial planning developed within an overall framework, which guides Council in identifying community needs and aspirations, converting these into objectives and strategies and costing them into Council’s Long Term Financial Plan.

## Financial Performance

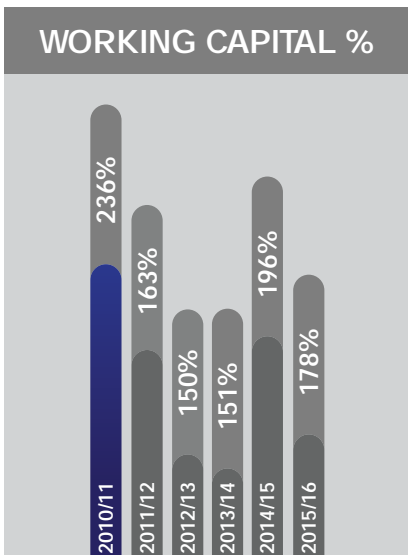
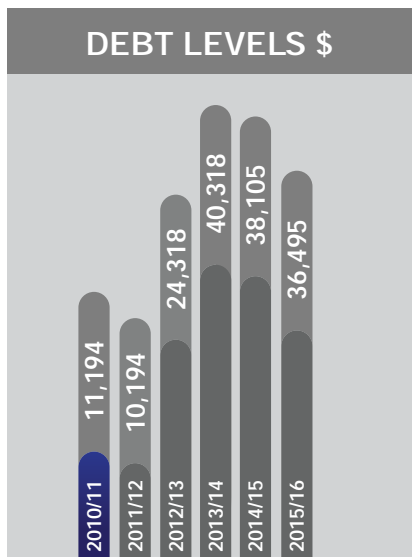
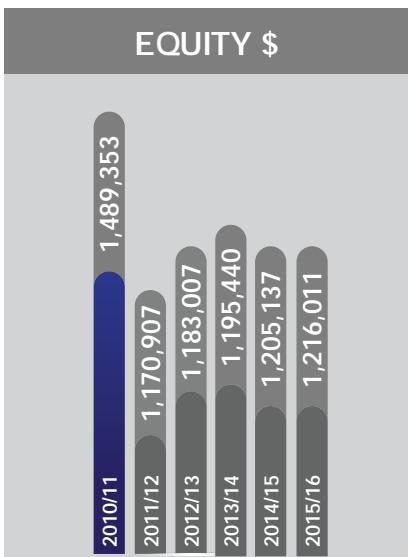
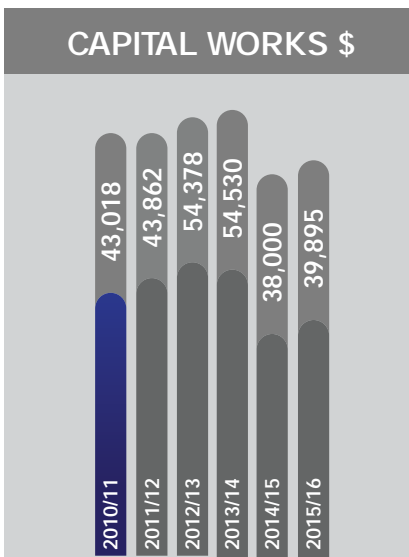
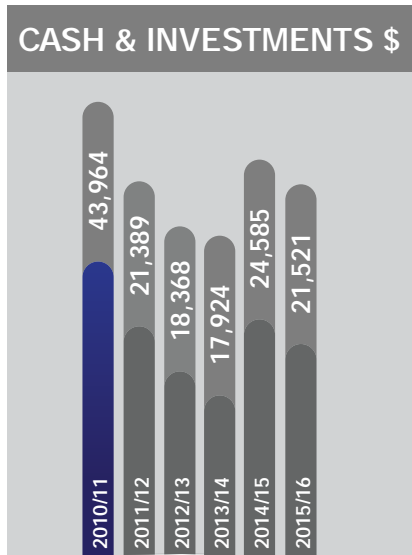
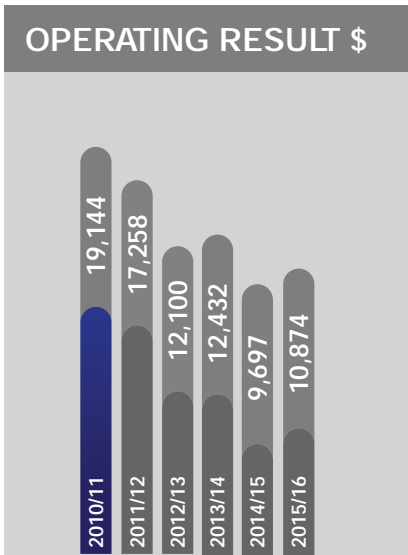
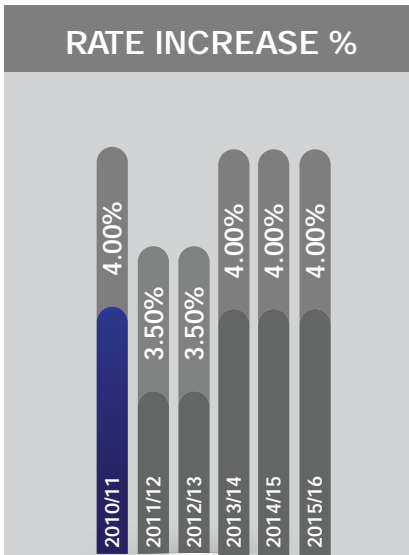
Council has continued to record positive financial results, delivering an operating surplus of \$19.144 million, which was ahead of the budgeted position. This result takes into account the impact of recent flood damage recorded within the municipality and the ability of Council to deal with the unfunded superannuation liability of \$1.9 million.

Council’s cash and reserves stood at \$43.964 million as at 30 June 2011. This was after taking into account the financial outlay for flood damage to infrastructure and the unfunded superannuation liability.

The financial results recorded as at 30 June 2011 continue to be ahead of parameters set down in Council’s Long Term Financial Strategy which gives Council the capacity to continue to deliver on the Corporate Plan.

## Key Financial Information

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Rate Increase %	4.00%	3.50%	3.50%	4.00%	4.00%	4.00%
Operating Result \$	19,144	17,258	12,100	12,432	9,697	10,874
Cash and Investments \$	43,964	21,389	18,368	17,924	24,585	21,521
Capital Works \$	43,018	43,862	54,378	54,530	38,000	39,895
Equity \$	1,489,353	1,170,907	1,183,007	1,195,440	1,205,137	1,216,011
Debt Levels \$	11,194	10,194	24,318	40,318	38,105	36,495
Working Capital \$	236%	163%	150%	151%	196%	178%





# Our Organisation and Leadership Team

As an organisation, the City of Ballarat is structured to support the goals set out in the Council Plan 2009 – 2013. The organisation's business units, set out under seven distinct divisions, deliver over 120 diverse products and services to the community every day.

Each division is led by a director or executive manager who is a member of the Leadership Team. The City of Ballarat employs 789 people in full-time, part-time and casual positions across 28 business units in seven divisions.


Council's structure is reviewed regularly to ensure efficiencies and the capacity to meet community needs are maximised.

The organisation will continue to evolve as required to increase operational performance and the continued delivery of relevant services to the whole community.


The City of Ballarat Leadership Team consists of the Chief Executive Officer and three directors (Growth and Development, People and Communities and Destination and Connections). There are also four executive managers who administer Council's Finance, Organisation Services and Development, Governance and Information Services, and Strategic Communications and Stakeholder Relations.

## Organisational Structure


as at 30 June 2011




**Chief Executive Officer**  
*Anthony Schinck*




**Finance**  
*Executive Manager Glenn Kallio*  
Financial Services  
Financial Operations  
Fleet Management




**Growth and Development**  
*Director Eric Braslis*  
Public Spaces and Environment  
Strategic Planning  
Statutory Planning  
Building Services  
Infrastructure Development  
Infrastructure Delivery  
Infrastructure Operations




**People and Communities**  
*Director Carolyn Barrie*  
Family and Children's Services  
Community Care and Access  
Community Development  
Regulatory Services




**Destination and Connections**  
*Director Jeff Pulford*  
Arts and Culture  
Economic Development  
Major Projects  
Ballarat Regional Tourism



**Organisation Services and Development**  
*Executive Manager Garry Davis*  
Human Resources  
Occupational Health and Safety  
Customer Service  
Corporate Planning



**Governance and Information Services**  
*Executive Manager Annie De Jong*  
Legal Services  
Mayor and Councillor Support (Civic)  
Governance  
Information Services  
Records Management



**Strategic Communications and Stakeholder Relations**  
*Executive Manager Paula Lawrence*  
Media Management  
Stakeholder Engagement  
Communications  
Council Websites

# Our Staff

Nearly 800 people were employed by the City of Ballarat during the 2010 - 2011 financial year, making Council one of the largest employers in Ballarat.

The vast majority of staff are also residents of the municipality, many of whom have been with Council ten years or more. This provides for a dedicated and stable workforce, one that is committed to its community, of which it is an integral part.

Council is an Employer of Choice, offering a positive and flexible work environment that reflects the wider community's expectations. Council encourages and values high performing staff who deliver quality services to the community.

## Staff Profile

As at 30 June 2011 Ballarat City Council employed a total of 789 full-time, part-time, casual and temporary staff. During the year there were 94 departures of permanent and temporary staff representing a staff turnover of approximately 11.9%. Employee commencements to full-time, part-time and temporary positions totalled 115.

Total remuneration paid to all categories of employment was \$38,696,654 with superannuation costs totaling \$3,219,891.

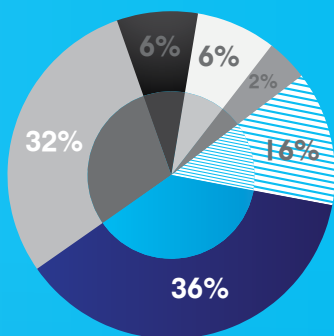
Internal communications, performance reviews, staff training, development programs and an emphasis on work/life balance help the organisation address resources and skill requirements and meet individual employee needs.

Employee benefits include family-friendly arrangements, leave provisions such as maternity, paternity and adoption leave, study assistance and a number of health services including on-site physiotherapy, discounted gym membership and access to a confidential advice and counselling service. This Employee Assistance Program (EAP) is available for support regarding both work and non-work related matters.

Division	Female (Total)	Female (EFT)	Male (Total)	Male (EFT)	Full time Female	Full time Male	Part time Female	Part time Male	Casual Female	Casual Male	Staff (Total)	Staff (EFT)
Executive Unit	1.0	1.0	1.0	1.0	1.0	1.0					2.0	2.0
Strategic Communications and Stakeholder Relations	5.0	4.4	1.0	1.0	4.0	1.0	1.0				6.0	5.4
People and Communities	284.0	199.0	56.0	35.4	47.0	23.0	209.0	32.0	28.0	1.0	340.0	234.4
Organisation Services and Development	19.0	16.0	10.0	10.0	10.0	10.0	8.0		1.0		29.0	26.0
Finance	12.0	11.3	7.0	7.0	11.0	7.0	1.0				19.0	18.3
Growth and Development	92.0	49.0	209.0	198.8	23.0	191.0	67.0	16.0	2.0	2.0	301.0	247.8
Destination and Connections	40.0	27.1	25.0	18.0	21.0	13.0	6.0		13.0	12.0	65.0	45.1
Governance and Information Services	16.0	13.7	11.0	10.5	7.0	10.0	7.0		2.0	1.0	27.0	24.2
<b>Total</b>	<b>469.0</b>	<b>321.5</b>	<b>320.0</b>	<b>281.7</b>	<b>123.0</b>	<b>256.0</b>	<b>300.0</b>	<b>48.0</b>	<b>46.0</b>	<b>16.0</b>	<b>789.0</b>	<b>603.2</b>

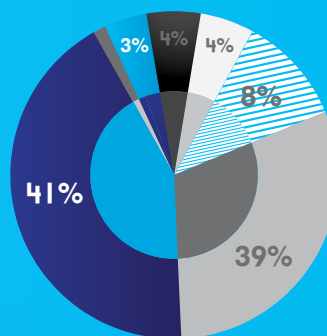
## Staff by Employment Category

- 2% Casual male
- 32% Full time male
- 6% Casual female
- 36% Part time female
- 6% Part time male
- 16% Full time female



## EFT by Functional Area

- 3% Finance
- 1% Chief Executive Office and Strategic Communications and Stakeholder Relations
- 39% People and Communities
- 4% Organisation Services and Development
- 41% Growth and Development
- 4% Governance and Information
- 8% Destination and Connections





# Our Safe Work Practices

## Policy and commitment statement

The City of Ballarat is committed to providing a safe and accessible environment for all Councillors, employees, contractors, visitors and service users and achieves this through a process of continuous improvement, fully integrating health and safety into all aspects of Council activities.

## Our health and safety values

As a local government authority, the City of Ballarat recognises its responsibility to provide employees and volunteers with positive role models and appropriate health and safety knowledge for application during and beyond their work environment.

## Achieving our strategic objectives

The City of Ballarat's Occupational Health and Safety (OHS) Strategic Plan provides the framework for how Council manages its various risks. The second year of the Plan was rolled out during 2010 – 2011 and recognised an opportunity to identify further improvements in how Council manages its safety performance and culture. A significant outcome in 2010 – 2011 was a greater emphasis placed on managers to manage safety.

## Hazard identification, risk assessment and control implementation

This year has seen an increased awareness and participation in proactive identification and control of hazards through quarterly workplace inspections and implementation of new hazard-based policies. A summary report of all inspection findings and policy implementation results was reviewed quarterly by Council's Leadership Team.

## Training and education

Council's commitment to improving employee understanding of hazards in the workplace is evident in the delivery of a management-led internal training program which has been offered to all levels of staff throughout the year. Managers' hazard specific 'Toolbox Talks' aimed to develop employee knowledge and skills in identifying hazards, assessing risk and implementing controls. The 'Toolbox Talks' attended by staff during the 2010 – 2011 financial year included first aid, thermal comfort, emergency management, issue resolution and chemical management.

## Wellbeing

The health and wellbeing of Council employees is essential to ensure staff are fit to undertake the duties required at work. Council is dedicated to offering a number of programs that aim to assist staff with managing their health and wellbeing, including pre-employment medicals, on-site and off-site physiotherapy services, subsidised gym memberships, skin cancer checks and flu vaccinations.

## WorkHealth Checks

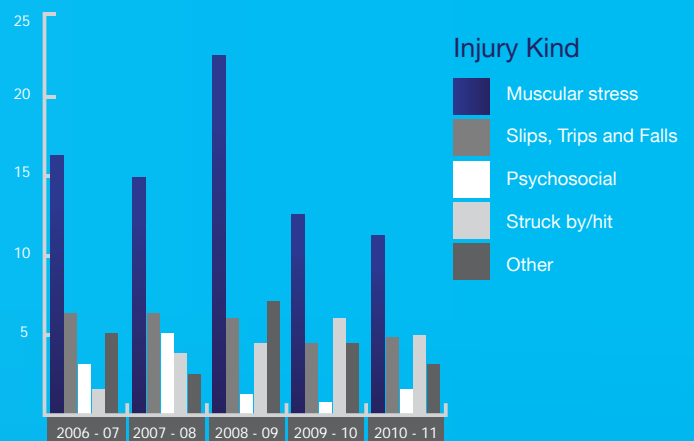
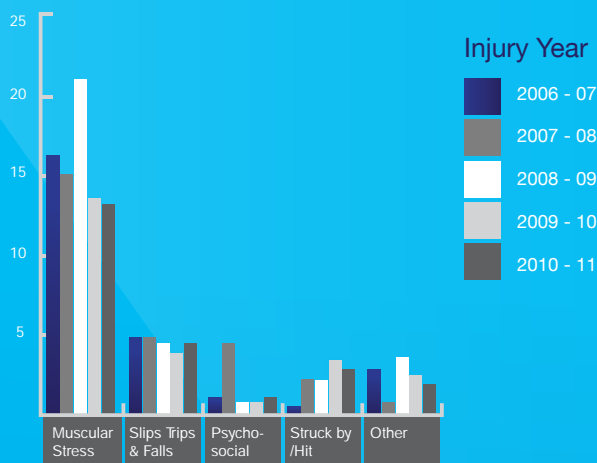
During the 2010 – 2011 financial year Council participated in WorkSafe Victoria's 'WorkHealth' initiative by offering the opportunity for employees to undertake health assessments including blood pressure, cholesterol and diabetes. Of the 299 employees that participated, a number were referred to their health professional for further assistance in developing strategies to improve their personal health. Feedback from participants was positive and the initiative will be offered again in the 2011 – 2012 financial year.

## Injury Management

Most accident types have remained similar from those identified in the 2009 - 2010 financial year (reduction from 28 to 27) with muscular stress remaining as the single main contributor to these numbers.

There were a total of 27 claims for compensation lodged in the 2010 - 2011 financial year (this includes both minor and standard claims). Council's approach is early intervention and constant communication between employees, management and health practitioners to achieve an early and sustainable return to work that demonstrates our care for our employee to achieve recovery.

The graphs below show the types of injuries that City of Ballarat employees have sustained during the 2010 - 2011 financial year compared to the previous five years. The first graph breaks down the claims into accident types per financial year and the second graph reverses this with financial year to accident types.





# Environmental Scorecard

## 2010 – 2011

The City of Ballarat works hard to reduce the impact of its operations on the environment. Council has had a greenhouse gas (GHG) emissions target since 2003 and a potable water use target since 2005.

In order to properly understand its corporate impacts, and whether or not Council is achieving its targets, it is necessary to measure Council's performance regularly.

Council has produced an environmental scorecard for the 2010/2011 financial year measuring GHG emissions, electricity, gas and water consumption.

### Greenhouse Performance

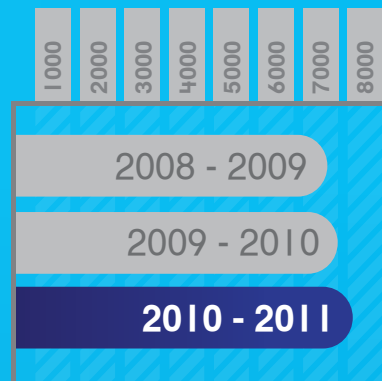
- In 2010 - 11, the total emissions were 7,521 tonnes of CO<sub>2</sub>e, an increase of 338 tonnes (4.7%) compared to last year. Council's target was 7,360 tonnes of CO<sub>2</sub>e to be achieved by 2010.
- Total emissions are currently slightly above the GHG target. However, when Council's revegetation program is taken into consideration the target is achieved with approximately 1,100 tonnes of CO<sub>2</sub>e being abated in 2010 - 2011, resulting in total net emissions of 6,421 of CO<sub>2</sub>e.

### Scope 1, 2 and 3 Emissions

The National Greenhouse and Energy Reporting System (NGERS) protocols governing GHG calculations categorise emissions from an organisation's operations into the following scopes:

- **Scope 1:** The release of GHGs into the atmosphere as a direct result of the activities of a 'facility' which is under the direct control of the organisation e.g. gas for heating in a Council occupied building.
- **Scope 2:** The release of GHGs into the atmosphere through off-site activities which are under the direct control of the organisation e.g. purchased electricity for a council occupied building.
- **Scope 3:** The release of GHGs into the atmosphere through off-site activities which are not under the direct control of the organisation e.g. street lighting.

### Total Annual Scope 1 and 2 GHG Emissions



### Emissions Profile

The majority of Council's greenhouse gas emissions emanate from street lighting, followed by energy use in Council buildings, fuel use, then corporate waste.



### Electricity, Gas and Water Usage

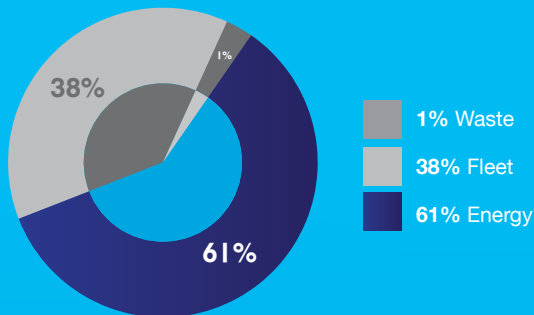
In the 2010 - 11 financial year Council decreased its electricity and gas use but increased water consumption slightly. The following table summarises Council's usage for 2010 - 11.

2010 - 2011	Consumption	Emissions
Electricity	9,848 GJ	3,748 t CO <sub>2</sub> e
Gas	14,799 GJ	814 t CO <sub>2</sub> e
Water	152,392 kL	N/A

Council had a potable water reduction target of 216,575 kilolitres to be achieved by the end of June 2010. The city is currently well below this target and is in the process of adopting a new target.



### Emissions by Source 2010 - 2011



- While emissions from energy use in buildings decreased during the 2010 - 11 financial year, fleet and waste emissions increased, causing the whole emissions profile to increase.



# PERFORMANCE:

## Growth and Development

### Strategic goal

A sustainable mix of residential, commercial and industrial development and infrastructure that provides a high quality of life.

### Strategic objectives

#### 1. Population and growth

- Seek to achieve Ballarat's population growth target of 130,000 by 2030, thereby securing Ballarat's strong future
- Plan for a broader range of dwelling densities and housing types to support a growing population and diverse lifestyles
- Create employment opportunities to support Ballarat's growing population
- Enhance and improve the local and regional transport linkages to form an integrated and sustainable network
- Achieve best practice for sustainable growth

#### 2. Liveability

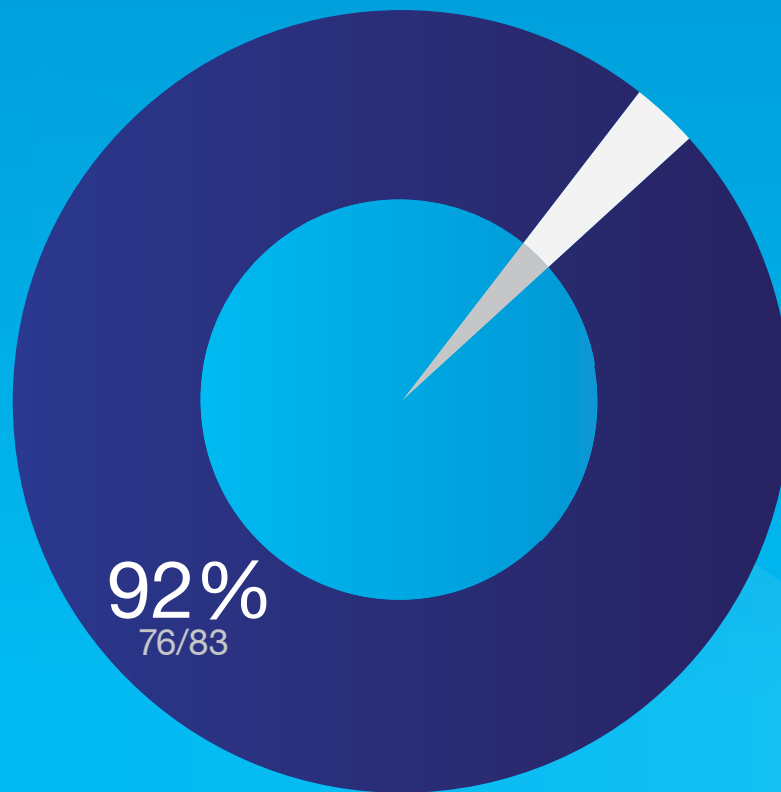
- Ensure critical water resources are managed to best practice.

- Promote and pursue best practice environmental management of waste, energy and biodiversity to ensure sustainable communities into the future
- Maintain community infrastructure and assets to sustain liveable, sociable, connected communities and neighbourhoods
- Protect and enhance Ballarat's physical and cultural heritage

#### 3. Development

- Improve planning approval processes to enable business and economic growth
- Ensure that land and infrastructure is provided to enable sustainable residential, commercial and industrial growth
- Apply sustainable design principles to all new developments
- Facilitate priority development projects that are of strategic benefit to Ballarat

# Percentage of actions completed



## Challenges

The following Growth and Development projects were not completed or were deferred in the 2010 -11 financial year:

- CBD – grand boulevard lighting project
- CBD – Armstrong Street plaza detailed design
- ‘Harnessing Ballarat’s Stormwater’ by delivering the Ring Road and Ballarat Golf course retention basin diversions to Lake Wendouree
- C97 – Salinity Management Overlay
- Rowing course upgrade
- Council land and Crown land review and development of strategic sale and acquisition program
- Rural Land Use Strategy

## Fast Facts

Indicator	2009 - 10	2010 - 11
Playground inspections	241	255
Trees pruned under powerlines	3,074	3,176
Maintenance visits to city entrances	200	215
Walking/cycling trail maintenance (kms)	56	85
Kerb and channel replaced (m)	475	577
Recyclables collected (kg/household/yr)	264	265



### Restoration of Town Hall

One of Ballarat's best heritage buildings, the Town Hall was extensively restored. The \$1.85 million project included the restoration of the wrought iron balustrade on top of the clock tower, the clock faces and all stone, renders, timbers, metal materials and architectural features on the exterior of the building. The project received funding support of \$350,000 from the Federal Department of Environment, Water, Heritage and the Arts.

### Restoration of Arch of Victory

The restoration project included:

- Repair and replacement of deteriorated, cracked and otherwise damaged render
- New matching mouldings to replace deteriorated mouldings or reinstate original mouldings
- Mineral based coating to new and existing render
- Installation of new lighting

The \$685,000 project received a \$335,000 grant from the Regional and Local Community Infrastructure Program and \$175,000 from the National Historic Sites Program.

### Floor Mitigation

The City of Ballarat directed \$500,000 towards urgent flood mitigation works following flood events in January. The works included duplication of drainage at the Bonshaw Creek, south of the Glenelg Highway, works to Doug Dean Reserve and inspecting drains in flood impacted locations.

### Black Spot funded projects – safer roads in Ballarat

The City of Ballarat successfully applied for \$1.2 million in Blackspot Program funds that were invested into the city's roads in 2010-2011. The locations experienced 19 casualty crashes in 5 years. The projects were;

- Howitt Street – Crompton/Stanley Streets
- Burnbank Street – Cardigan Street
- Fussell Street – York Street
- Norman Street – Ligar Street
- Peel Street – Eastwood St to Little Bridge St

### Lake Wendouree - Returned to Health

Council was awarded an LGPro Award for Excellence for their work in securing a sustainable water supply for Lake Wendouree. More than 1800 million litres of water has been delivered through the project's supplementary water supplies since last Autumn 2010.

Weed harvesting commenced during the summer. Water quality remained good, allowing re-stocking of the lake with trout to be undertaken. Lake weed was available for residents to collect from Victoria Park for use on their gardens.

Dredging - a contract was awarded to Austco Environmental in October in anticipation of a continuation of weather patterns less or equal to the long term average. Austco was the best value tender received and the only company offering to work at low water levels. The rapid filling of the lake has been a huge bonus for the community but has presented the contractor with some problems and required modifications to equipment.

### Koala Brochure

In a Victorian first, the City of Ballarat launched a brochure to help residents maintain and enhance Ballarat's koala population and the habitat it requires. 'Your Guide to Living with Koalas' explains the Koala Overlay and the various things the community can do to help protect koalas and their habitat, as well as encourage more koalas in their neighbourhoods.

### Learmonth Hall Restoration

Learmonth's Shire Hall was restored thanks to a \$129,091 grant from the Australian Government's Job Fund. The project was a partnership between the City of Ballarat, the Learmonth and District Historical Society and the Federal Government and renewed conservation techniques and skills in local tradespeople.

Materials were sourced locally and work was undertaken by a multitude of tradespeople and apprentices.



### Buninyong Town Hall Upgrade

Locally sourced white mahogany was used to replace the timber floor in Buninyong's historic Town Hall, replacing the patchwork of box, baltic pine and other timbers which had been used to repair the floor in the past. The stage floor was also replaced.

### Ballarat West Growth Area

Key milestones in planning for the future communities of Ballarat West have been reached during the past year.

The first of four Precinct Structure Plans (PSP) was adopted in June 2011 enabling development to commence in the new suburb of Lucas. Council is also making very good progress with the remaining three plans for the Bonshaw Creek, Greenhalghs Road and Carngham Road precincts. Extensive consultation with landowners, developers, key stakeholders and government agencies has been held on the development concepts for the new suburbs, with draft structure plans expected in late 2011. Council's vision to sustainably house 40,000 new residents in the Growth Area is taking shape.

### Housing Affordability Fund

The planning process for the Growth Area is funded by a \$1.88 million grant from the Commonwealth Government's Housing Affordability Fund secured by Council in July 2010. The funding enables Council to prepare structure plans concurrently to ensure well serviced, liveable new communities are delivered in Ballarat West and an adequate supply of land is available in Ballarat to support housing affordability and sustainable growth.

### Western Link Road

The planning process to incorporate the preferred alignment adopted for the future Western Link Road commenced and further environmental, heritage and design background work was completed. Detailed planning for the first stage of the Link Road between the Western Freeway and Sturt Street commenced in partnership with VicRoads, supported by funding commitments in the Victorian Budget 2011-12.

### Ballarat West Employment Zone

Preparation of a Master Plan commenced for the 623 hectare Employment Zone that includes the Ballarat Airport and a potential freight hub. The Master Plan will guide the development of the Employment Zone over the next 20 years. A Business Case and Development Strategy are being prepared in conjunction with the Master Plan. The Employment Zone will create opportunities for modern manufacturing facilities in Ballarat as well as associated opportunities for logistics, transport and commercial activities.

### 2010 Planning Excellence Award

The City of Ballarat won the prestigious Planning Industry Association 2010 Planning Excellence Victoria Award for the development of the 'Preserving our Heritage Strategy'.

Other heritage achievements in 2011 included the Ballarat Heritage Awards, roll out of the new Preserving Our Heritage Together Grants program, the Burke and Wills Time Capsule retrieval and other successful heritage projects undertaken in partnership with the community, agencies and organisations.



## PERFORMANCE: People and Communities

### Strategic Goal

A safe, healthy, environmentally sustainable, innovative and well-serviced community that has equal access to opportunities, is proud of its unique heritage, is optimistic about its future, welcomes diversity and is respected by others.

### Strategic Objectives

#### 1. Creating a Liveable City

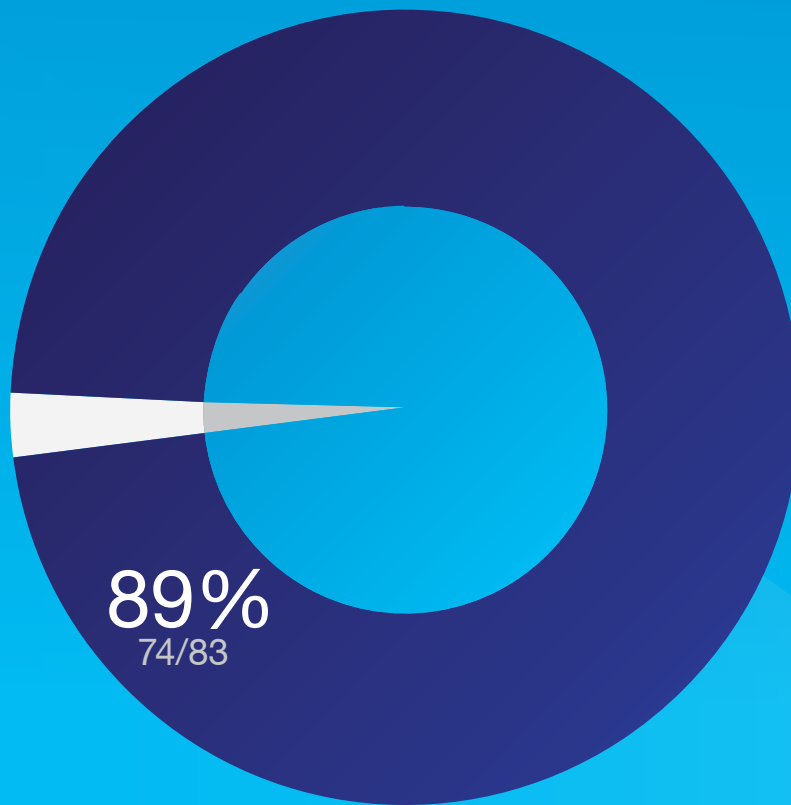
- Attract and retain residents by creating a place where people want to live
- Actively develop partnerships to work towards a safe, secure and accessible environment for people to live a healthy and active lifestyle
- Provide support and services that meet the care, health, education and early childhood needs of children and young families
- Plan for and provide services that meet the care and health needs of an ageing population
- Enhance Council's policy position in relation to gaming and maintain support for responsible gambling initiatives

#### 2. Creating connected, empowered communities

- Provide services and activities that encourage and empower young people to participate in community life
- Support women to fully and equally engage and participate in the life of the community
- Promote positive and active ageing that values the contribution seniors make to the community
- Offer diverse and accessible recreation, leisure and sporting opportunities and sustainable facilities that encourage physical activity
- Address factors of disadvantage including isolation, access to services and homelessness
- Create awareness and empower communities to cope with the impacts of climate change
- Respect, support and engage the rural communities of the municipality to promote their contribution to Ballarat's unique character



# Percentage of actions completed



## Challenges

The following People and Communities projects were not completed or were deferred in 2010 -11 financial year:

- Community Benefits Scheme
- Review of Council's Statement of Commitment to the local indigenous community
- Introduction of a program of Portfolio Councillor meetings with community representative committees
- Recommendations regarding the sites and composition of social infrastructure (including early years' services) in the Sebastopol/Delacombe areas
- Adoption and implementation of the Aged Services Plan
- Maternal and Child Health key ages and stages postcards
- Ethical Children's Consultation Strategy
- Evaluate benefits of integrated children's services at Girrabanya
- Establishment of a Ballarat Eco Living Centre in partnership with other agencies

## Fast Facts

Indicator	2009 - 10	2010 - 11
Ballarat Aquatic Centre (visits)	491,121	511,225
Home care (HACC hours)	75,948	74,697
Youth services activities (participants)	3,690	7,562
Cultural diversity week (participants)	2,529	4,000
Long day care (places used)	16,759	18,142
Immunisation sessions	193	215
Fire hazard inspections	2,325	5,592



## Supporting Our Cultural Diversity

### Events

- Kaleidoscope Event – celebrating the 17 plus cultures that call Ballarat home
- Harmony Festival – a street party to mark the commencement of Cultural Diversity Week in Ballarat
- Interfaith Flag unveiling - building bridges between people of different faiths and cultures was the theme of a special flag-raising ceremony in Ballarat
- Free Tai Chi in Ballarat’s CBD
- The Multicultural Ambassador Program won the Victoria Multicultural Commission’s Local Government Award

## Sport precincts Ballarat Aquatic Centre

\$4.9 million invested into the redeveloped Ballarat Aquatic Centre. The project was funded by the City of Ballarat, the Victorian Government Better Pools Program and the Federal Government Better Regions Program.

Stage two of the redevelopment delivers two new programmable warm water pools, spa, steam room, two new group change rooms and additional amenities, an extended and refurbished café and kitchen and redesigned entry area.

## Soccer Facility

A synthetic soccer pitch was laid at the Ballarat Regional Football (Soccer) Facility. The \$1.28 million project delivered an all weather pitch for Ballarat.

## National Savewater! Award for Marty Busch Sports Precinct

The City of Ballarat received a prestigious national Savewater! Award for the water recycling project at the Marty Busch Sports Precinct in Sebastopol.

## New Baseball Diamond for Prince of Wales Park

The City of Ballarat delivered a AAA standard baseball diamond at Prince of Wales Park. The project included a synthetic infield, warm season grass outfield, a new irrigation system (including tanks) and sports lighting.

## Brand new BMX track at Ballarat Sebastopol Cycling Club

Ballarat BMX enthusiasts enjoyed a new BMX track at the Marty Busch Recreation Reserve. The project included a complete rebuild of the existing BMX track, new start gate, new seating, new pathway, new gating to the facility and overall improvements to the site.

The new track is 260 metres long, includes four straights and three banked turns and was constructed with 300 tonnes of granitic sand.

## Community Barbecues

Residents were invited to join Councillors and senior Council staff at three Community Barbecues in 2010 - 11 to discuss topics important to Ballarat residents.



### Meals on Wheels – Cook Chill

In response to a review, the City of Ballarat implemented a 'Cook Chill' method of delivering meals to clients. The 'Cook Chill' meals meet safety and food handling standards and clients reported higher levels of satisfaction with the food quality.

### Girrabanya - First Year of Operation of Expanded Facility

Girrabanya Centre for Children and Families had a successful first year of operation. Clients of the Centre reported a very high level of satisfaction in terms of its welcoming nature, good access to resources and information and high quality service provision.

### Maternal and Child Health

The number of children born in Ballarat remained similar to 2009 - 2010 levels, at just over 1,200 births.

Participation rates in Maternal and Child Health increased in the 2010 - 2011 year for three of the Key Ages and Stages visits - the initial home visit, and the four and eight week visit.

### Municipal Early Years Plan

The City of Ballarat adopted the Municipal Early Years Plan in November 2010 to continue the Child Family Friendly Ballarat initiative.





# PERFORMANCE: Destination and Connections

## Strategic Goal

A respected regional leader with a strong profile that encourages tourism and attracts new residents and business by promoting Ballarat's unique lifestyle benefits.

## Strategic Objectives

### Tourism and Economic Development

- Establish an effective and collaborative tourism and economic development management structure
- Grow the local economy in a sustainable manner
- Develop a multi-skilled workforce that meets current and future needs
- Facilitate vibrant, active, viable and attractive industrial, commercial and retail precincts
- Promote quality tourism products and investment outcomes consistent with Ballarat's brand

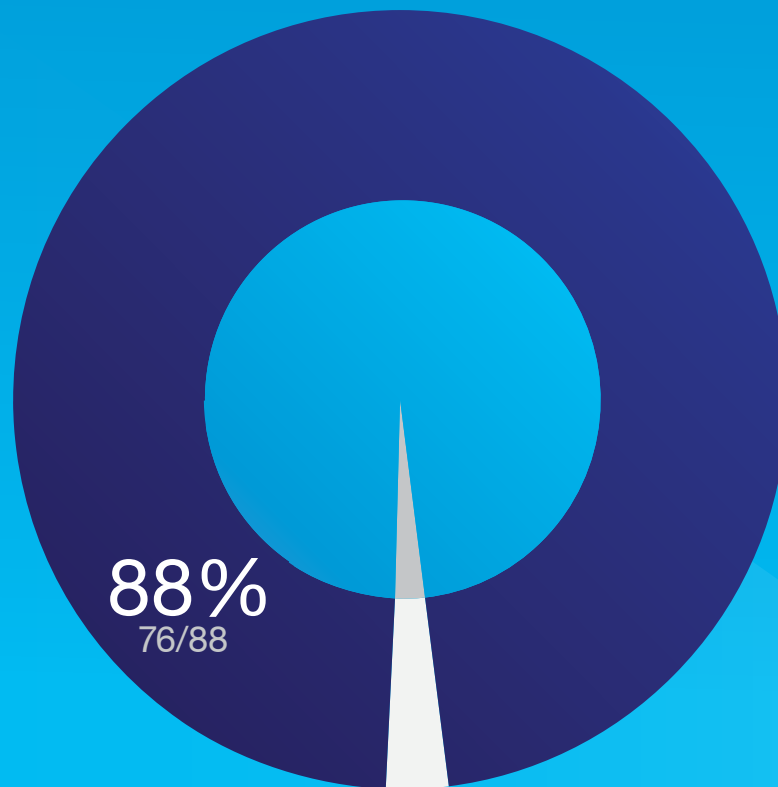
## Cultural Development

- Celebrate Ballarat's heritage, arts and culture
- Maximise the value of Ballarat's heritage and cultural precincts.
- Provide a stewardship and development role for the community's cultural assets
- Improve community access to high quality diverse cultural product.

## Destination Development

- Enhance and grow Ballarat's authentic experiences based on the region's key attributes
- Develop, market and promote a Ballarat-style visitor experience
- Improve visitor information services and interpretation for visitors
- Support and maximise the benefits of festivals and events across the region
- Develop a Destination Ambassador program

# Percentage of actions completed



## Challenges

The following Destination and Connections projects were not completed or were deferred in 2010 -11 financial year:

- Development of a messaging matrix to use across all Council services and major projects
- Development of a new Tourism Strategy
- Development of a new Events Strategy
- Development of a Destination Ambassador Program
- Establish an Events Advisory Committee
- Development of signage wayfinding strategy for the Eureka and Gold Precinct
- Introduction of Arts and Culture Trails
- Production of a special paid exhibition program for the Art Gallery
- Customer Satisfaction Research Program for Council-owned cultural institutions
- Development of a Community and Stakeholder Engagement Strategy for Council-owned cultural institutions

## Fast Facts

Indicator	2009 - 10	2010 - 11
Art Gallery student admissions	7,562	8,482
Her Majesty's Theatre occupancy (days)	216	221
Her Majesty's Theatre audience numbers	61,617	61,593
Business Ballarat website visits	14,226	24,558
New resident booklets distributed	415	1,108



### Civic Hall

Council kick-started the Civic Hall project after two years of planning and community consultation. The master plan for the site was adopted, a Community Advisory Panel was appointed and a nation-wide search began for an architect and design team to develop a concept for a new building on the site.

### Art Gallery of Ballarat Renovations Completed

The three year, \$1.9 million project to upgrade the Art Gallery neared completion in 2010 - 11 with the construction of a new annexe space, relocation of the café, improvement of the retail space and repairs to skylights and parquet flooring to reduce trip hazards. The annexe enables the Gallery Function Hall to be expanded to allow more people to attend presentations, community functions and opening nights.

The proprietors of the Sweet Decadence cafes in Ballarat and Daylesford were awarded the contract to run the Gallery's new café.

### New Art Gallery Directors Announced

Four new board members were appointed to the Board of Directors of the Art Gallery of Ballarat.

### Digital Odyssey

Craig Walsh – Digital Odyssey in Ballarat, presented by the Museum of Contemporary Art Touring Project, was supported by the City of Ballarat and Regional Arts Victoria. For one month Walsh lived and worked in Ballarat presenting his mesmerising large-scale digital imagery projected onto Alfred Deakin Place.

Digital Odyssey gave the Ballarat community the opportunity to experience Walsh's distinctive public artworks inspired by regional history, local stories and the surrounding landscape.

### Major Conservation Works for Eureka Flag

The Eureka Flag underwent extensive repair and conservation works undertaken by Artlab Australia, one of the nation's leading textile conservation specialists. Works included replacing the backing fabric and board and reinstating the original size of the flag. The project also includes the construction of a new, purpose-built, climate controlled display case.

The Eureka Flag was flown by the diggers at the Eureka Stockade on December 3rd 1854. Legend has it that following the short but bloody battle at the Stockade the Eureka Flag was souvenired by Trooper J King. In 1895 Trooper King's widow agreed to lend the flag to the Ballarat Fine Art Gallery. The Eureka Flag was placed on permanent display in the 1970's and was gifted to the Gallery by the King Family in 2001.

### Australian Centre for Democracy at Eureka

The Eureka Centre was closed for redevelopment and Council called for Expressions of Interest for the design of the new Australian Centre for Democracy at Eureka. More than 11,000 cubic metres of soil was removed from the top and sides of the existing building in preparation for the commencement of works.

### 2011 Heritage Weekend

The 2011 event was the fourth time the Heritage Weekend has been held and has progressively attracted a greater number of participants. Working in close partnership with a large number of



community groups and venues, the event offered access to a large offering of free activities, heritage collections and heritage venues in and around Ballarat.

- 8,660 (minimum) attended the event
- 67% of respondents were from Ballarat
- 85% of respondents indicated they were likely/very likely to return to future Heritage events
- 97% of respondents indicated the event was good/very good

### Arts in the Park

Council's free annual music program Arts in the Park was held in January 2011. The program featured a range of entertainment from blues and roots to jazz and rock with a little bit of everything in between.

### Economic Strategy and Economic Development Advisory Committee

With the guidance of Council's Economic Strategy 2010 - 2014 and the Economic Advisory Committee, key sectoral strategies were completed for business services, health, education and retail.

### Ballarat Industry Participation Program - BIPP

The use of the Ballarat Industry Participation Program (BIPP) continued for Council's project expenditure, announcing the pleasing 2009 - 10 88% local expenditure figure. In support of the BIPP, Council ran five successful Tenderwrite sessions for local businesses to hone their tender writing skills.

### Relocation of the Visitor Information Centre

The Visitor Information Centre (VIC) was successfully moved from the Eureka Centre to Lydiard Street North, after it was closed for redevelopment in October 2010. While this is not the permanent location, the Centre is progressing well in its new location with easy access for VIC staff greeting trains and a large number of walk in visitors arriving at the Centre.

### New experiences at Her Majesty's Theatre

The Bell Shakespeare Company selected Her Majesty's Theatre as the venue for the production week of Julius Caesar. This production offered the Theatre's technical staff a unique experience as they were required to find new ways to meet the challenges of the raked stage and historic limitations of the Theatre to create a successful production.

Bubblewrap and Boxes, presented by Her Majesty's Theatre at the Mining Exchange, was a clever and enjoyable show for children, a relatively untapped audience for the Theatre. Full of laughs, fun and physical theatre, Bubblewrap and Boxes attracted an audience in excess of 500 across two performances.

### Cycling City

- Mars Cycling Australia Road National Championships and National Criteriums were contested in Ballarat with around 200 world-class riders competing
- 2010 Masters National Road Championships with 400 masters competing on the streets of Ballarat
- Herald Sun World Cycling Classic – the official warm up event to the World Cycling Road Championships



# PERFORMANCE: Managing Our Business

## Strategic Goal

Provide responsive and accessible leadership, advocacy and efficient service delivery within sound financial management and accountable government practices.

## Strategic objectives

### 1. Governance

- Practise good governance and act with integrity, accountability and transparency in all decision making
- Provide regional leadership and collaboration with other Central Highlands councils
- Provide effective lobbying and advocacy to state and federal governments, peak bodies and other authorities

### 2. Customer service

- Deliver Council services with a strong customer service focus
- Maintain a strong community engagement strategy

### 3. Sustainability

- Establish policies to guide sustainable development within Council
- Implement strategies to move Council to more sustainable

energy sources and to reduce Council's usage of resources, including water

- Ensure Council's exposure to climate change and carbon trading risks is minimised through the implementation and annual review of its Risk Management Policy and Framework

### 4. Financial

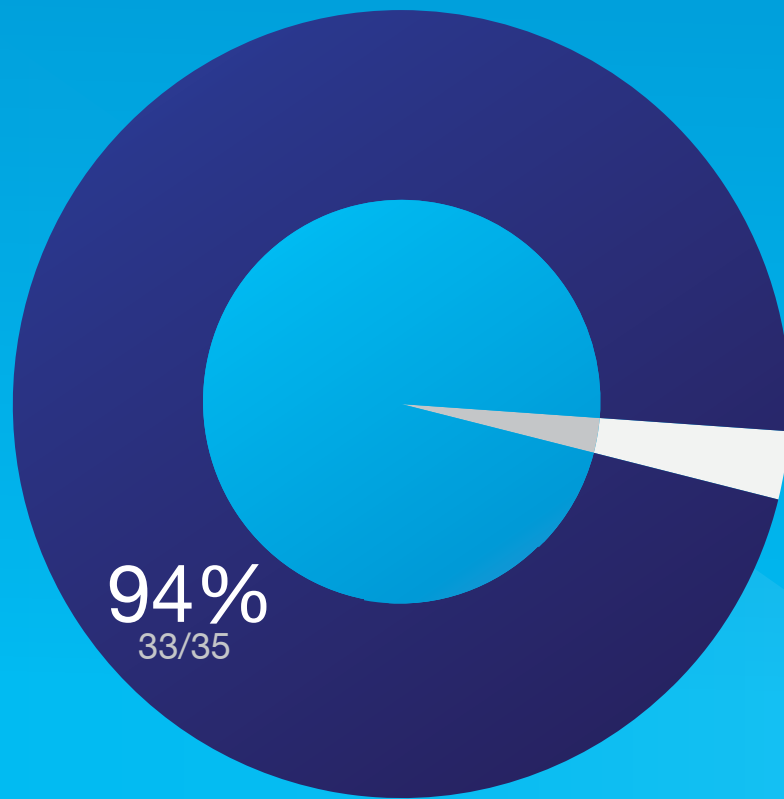
- Provision of Council services and projects are programmed within a sound financial strategy
- Review and enhance financial management and reporting system to provide sound financial advice to the organisation
- Review and maintain an asset management system to improve the maintenance of Council's infrastructure
- Ensure Council's services and operations are consistent with Victorian Government Best Value principles and Competitive Neutrality requirements

### 5. Organisation Development

- Ensure Council's human resources are appropriately sourced, allocated and managed to develop a positive work culture that delivers Council's directions
- Lead the organisation by building and developing an engaged workforce capable of achieving the Council's strategic priorities
- Position the City of Ballarat as an Employer of Choice to



# Percentage of actions completed



attract and retain quality staff across the organisation

- Develop and implement strategies and policies within the industrial relations framework and ensure Council maximises benefits emerging from enterprise bargaining initiatives, legislation and Federal Government employment initiatives
- Ensure that human resource policies and practices provide transparency, honesty and fairness in the management of people.
- Promote learning and growth of individuals, groups and departments that will facilitate change and continuous improvement in the organisation
- That Council will aim to eliminate all preventable work-related injuries and illness through the systematic management of our risks

## 6. Information Technology

- Ensure information and systems are secure and available for use by the organisation
- Ensure all information and systems are secure to protect Council data
- Ensure Council's Disaster Recovery System minimises the risk to Council's operations and service delivery in the event of a disaster

## Challenges

The following Managing our Business projects were not completed or were deferred in 2010 -11 financial year:

- Implementation of the new Human Resources Information System
- Implementation of the OHS module of Human Resources Information system including kiosk function

## Fast Facts

- 51 staff received service recognition certificates for service periods of 10 years or more
- 11 citizenship ceremonies were conducted in which 121 people from 37 different countries became new Australian citizens
- Number of inbound telephone calls: 69,388
- Number of inductions held for new staff: 37



# Key Performance Indicators

## Strategic Indicators

### Meeting the objectives outlined in the Council Plan 2009-2013

The City of Ballarat is required to provide indicators in its Council Plan to help monitor the performance and achievement of the strategic objectives set out by the Councillors. The reporting of performance against these indicators enables the Minister for Local Government to determine if the City of Ballarat has met its set objectives.

In accordance with Section 125(2c) of the Local Government Act 1989 the following strategic indicators were used to monitor the implementation of the actions and achievement of the strategic objectives and goals in the Council Plan.

Strategic Indicator	Measure	Target 2010 - 11	Actual 2010 - 11
Actions commenced that are listed in the "What we will do in 2010 - 11" column for each theme	Percentage	100%	95%
Actions completed that are listed in the "What we will do in 2010 - 11" column for each theme	Percentage	90%	90%
Community Satisfaction Survey	Rating for interaction and responsiveness in dealing with the public	73	70
Community Satisfaction Survey	Rating for Council's engagement in decision making on local issues	58	58
Community Satisfaction Survey	Rating for advocacy and representation on key local issues	65	63
Community Satisfaction Survey	Rating for overall performance generally of the Council	61	61
Operating Budget	Operating result	Maintain a surplus	A surplus of \$19 million was maintained
Capital Budget	Gross capital expenditure	Minimum \$27 million	The gross capital expenditure was \$43.02 million
Working Capital	Assets to liabilities ratio	Minimum 155%	236%
Debt Management	Debt to revenue ratio	Less than 150%	8.28%
	Debt servicing costs to total revenue ratio	Less than 10%	0.53%
Cash Management	Cash levels	Sufficient to not require overdraft facilities	No overdraft facilities required

Of the 11 indicators Council equalled or surpassed the targets in eight of them demonstrated that Council has continued to provide a consistency of service delivered at a high standard.





## Victorian Local Government Indicators

The Council is required to provide the following information to the Minister for Local Government.

<b>Affordability/Cost of Governance</b>	<b>2010 - 2011</b>
Average rates and charges per assessment	\$1,454
Average residential rates and charges per assessment	\$1,125
<b>Sustainability</b>	
Average liabilities per assessment	\$687
Operating result per assessment	\$426
Operating result (less asset revaluation increment and developer contributions) per assessment	\$198
<b>Services</b>	
Average operating expenditure per assessment	\$2,582
<b>Infrastructure</b>	
Average capital expenditure per assessment	\$960
Renewal	1:0.96
Renewal and maintenance	1:1.56
<b>Overall performance</b>	
Community satisfaction rating for overall performance	61
<b>Advocacy</b>	
Community satisfaction rating for advocacy and representation on key local issues	63
<b>Engagement</b>	
Community satisfaction rating for engagement in decision making on key local issues	58



# Governance

## Audit Advisory Committee

The Local Government Act requires all local government authorities to establish an Audit Advisory Committee to provide an individual assessment of financial systems on behalf of Council.

The Committee assists Council to fulfil corporate governance, stewardship, leadership and control responsibilities.

The City of Ballarat's Audit Advisory Committee members during the 2010 - 2011 financial year were:

- Mr Bruce Judkins (Chair)
- Mr Shane Bicknell
- Mr Geoff Johnson
- Mr Rex Carland
- Mayor - Cr Craig Fletcher
- Cr Noel Perry
- Cr Judy Verlin

The Audit Advisory Committee met six times during 2010 - 2011

- 1 September 2010
- 6 October 2010
- 1 December 2010
- 16 February 2011
- 13 April 2011
- 29 June 2011



The reports considered by the Audit Advisory Committee during the 2010 - 2011 financial year were:

Report	Date	Status
Appointment of Chairperson	1/9/2010	Completed
Adoption of Annual Accounts for 2009/2010	1/9/2010	Completed
Victorian Auditor General – Management Letter	1/9/2010	Completed
Update – Local Laws – Further Report	1/9/2010	Completed
Internal Audit Report – Food Handling, Food Hygiene, Food Safety and Premises Inspections	1/9/2010	Completed
Internal Audit Report – Bushfire Legislation Compliance	1/9/2010	Completed
Statutory Planning – Further Report	1/9/2010	Completed
Internal Audit Report – Enforcement of Planning Permits	1/9/2010	Completed
Internal Audit Report – Corporate Purchase Cards	1/9/2010	Completed
Internal Audit Report – Cash Receipts and Debtors Management	1/9/2010	Completed
Future Scheduled Audit Committee Meetings	1/9/2010	Completed
Matrix of Outstanding Items	1/9/2010	Completed
Update – Local Laws	6/10/2010	Completed
Internal Audit Report – Food Handling, Food Hygiene, Food Safety and Premises Inspections	6/10/2010	Completed
Internal Audit Report – Bushfire Legislation Compliance	6/10/2010	Completed
Statutory Planning – Further Report	6/10/2010	Completed
Internal Audit Report – Enforcement of Planning Permits	6/10/2010	Completed
Risk Assessment of Council's Landfills	6/10/2010	Completed
Matrix of Outstanding Items	6/10/2010	Completed
Internal Audit Report – Local Laws Follow Up Review	1/12/2010	Completed
Local Government Inspectors Report	1/12/2010	Completed
Internal Audit Report – Review of Council Governance	1/12/2010	Completed



Report	Date	Status
Council Policy – Expense Entitlement and Gift and Hospitality Policies	1/12/2010	Completed
Internal Audit Report – Use of Development Contributions	1/12/2010	Completed
Internal Audit Report – General Ledger Reconciliations	1/12/2010	Completed
Schedule of Meetings for 2011	1/12/2010	Completed
Matrix of Outstanding Items	1/12/2010	Completed
Local Roads and Footpaths	16/2/2011	In progress
Statutory Planning	16/2/2011	Completed
Proposed 2011 Internal Audit Program	16/2/2011	Completed
Matrix of Outstanding Items	16/2/2011	Completed
2011 Internal Audit Program – Amended	13/4/2011	Completed
Guide to Good Practice for Local Government (Audit Committees) – Local Government Victoria	13/4/2011	Completed
Financial Report – December 2010 Quarter	13/4/2011	Completed
Matrix of Outstanding Items	13/4/2011	Completed
Process of the Civic Hall and how the Committees have been structured	29/6/2011	In Progress
Internal Audit Report – External Communications	29/6/2011	Completed
Internal Audit Report - Payroll	29/6/2011	Completed
Illegal Access to Council’s Computer System	29/6/2011	Completed
Local Government Inspectorate – Action Plan Review – Feb 2011	29/6/2011	Completed
Interest Returns – December 2010	29/6/2011	In progress
Internal Audit Report – Draft Budget for Year Ending 30/6/12	29/6/2011	Completed
Matrix of Outstanding Items	29/6/2011	Completed

## Citizenship Ceremonies

During the 2010 - 2011 financial year Council conducted 11 Citizenship Ceremonies to naturalise a number of candidates to become Australian citizens. The ceremonies were held at either the Town Hall or the Art Gallery of Ballarat

The 121 candidates came from 37 different countries: Argentina, Brazil, Bulgaria, Cameroon, Canada, China, Czech Republic, East Timor, El Salvador, England, Ethiopia, France, Germany, Greece, Hong Kong, India, Indonesia, Iran, Iraq, Ireland, Italy, Japan, Malaysia, Nepal, Netherlands, New Zealand, Philippines, Poland, Scotland, Singapore, South Africa, Sri Lanka, Sudan, Sweden, Thailand, United States of America and Wales.



## Civic Receptions

The City of Ballarat hosts a variety of civic receptions and events each year to welcome dignitaries, mark significant events and honour outstanding contributions. During the 2010 – 2011 financial year Council hosted 19 receptions and events.

Date	Civic Reception/Event
05-Jul-10	NAIDOC
02-Aug-10	Interfaith Network - Afternoon Tea
12-Aug-10	Students of the Clemente Program - Afternoon Tea
27-Aug-10	Melbourne Cup Tour
06-Sep-10	Order of Australia Recipients - Afternoon Tea
08-Oct-10	Australasian Council of Justices Association
22-Oct-10	Girl Guides - 100 Years
25-Oct-10	Selkirk Roosters 2010 VFL Premiers
18-Nov-10	Sovereign Hill's 40th Anniversary
22-Nov-10	Leadership Ballarat and Western Region Graduation Ceremony
15-Dec-10	Operation R and R Ballarat - Morning Tea
10-Feb-11	2011 Opening of the Education Year
18-Mar-11	Rotary
24-Mar-11	Royal Australian Air Force Reunion (Radio School)
29-Mar-11	Former Mayors and Councillors
07-Apr-11	Ballarat and District Nursing Healthcare Centenary
02-May-11	Asia South Pacific Assoc for Basic and Adult Education
07-May-11	Unveiling of Pompey Elliott Statue
27-May-11	Ballarat Grammar Foundation Centenary





## Local Laws

Local Government is empowered under Part 5 of the Local Government Act 1989 to make local laws. As of 30 June 2011 the City of Ballarat had the following local laws.

### Local Law No. 17

The purpose of this local law is to:

- act as an amending law to the existing Local Law No. 15
- provide for an amendment to the 'Permit to Burn' clause to reduce the size of land for which such a permit is required
- introduce a requirement for businesses with shopping trolleys to utilise trolleys with coin-lock mechanisms from 1 July 2011 onwards
- create an offence for the disposal of household or business waste in public litter bins
- introduce a law requiring a permit to conduct any fireworks display
- amend the wording in Asset Protection Permits to enable officers to, at their discretion, require payment of a bond prior to the issue of a permit

### Community Local Law No. 15

Community Local Law No. 15 is effective from 1 January 2008 to 31 December 2017. The purpose of this local law is to:

- provide for the peace, order and good government of the municipal district of the City of Ballarat
- provide a safe and healthy environment, in which the residents of the municipality enjoy a quality of life that meets the general expectations of the community
- control and regulate emissions to the air in order to improve the amenity, environment and quality of life in the municipality
- ensure that the public can properly use and enjoy public reserves by regulating activities and behaviour in public reserves
- prohibit, regulate and control the consumption of alcohol in designated areas within the municipality
- manage, regulate and control the different uses to which roads, Council land and footpaths can be put to ensure that there is a proper balance between private uses and the need to maintain freedom of movement for the public
- manage, regulate and control the keeping of animals and birds

### Saleyards Local Law No. 12

Saleyards Local Law No. 12 is effective from 1 April 2005 to 31 March 2015. The purpose of this local law is to:

- detail the administration and management of the Ballarat Livestock Selling Centre
- enable the City of Ballarat to collect fees from vendors selling stock in the livestock selling centre and to prescribe the level of those fees
- prescribe the days, and hours during each day, on which sales can be held at the livestock selling centre

### Meeting Procedure - Local Law No. 16

Meeting Procedures Local Law No. 16 is effective from 24 September 2009 to 23 September 2019. This local law superseded Local Law No. 14. The purpose of this local law is to:

- provide for the election of the Mayor
- regulate the use of the common seal
- prohibit unauthorised use of the common seal or any device resembling the common seal
- provide for the procedures governing the conduct of Council meetings and Special Committee Meetings
- clarify the role of Portfolio and Lead Councillors

#### Note:

Copies of all Local Laws can be obtained from the Town Hall, Sturt Street, Ballarat or via [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au)



### Information Privacy Act 2000

The City of Ballarat aims to comply with the Information Privacy Act 2000 and the Health Records Act 2001. This requires Council to adhere to the ten (10) Information Privacy Principles as well as the 12 Health Information Principles. Council's privacy officer receives privacy queries and actions submitted in accordance with Council guidelines. Two queries were received from external customers requesting information held within Council.

### Freedom of Information

How many requests did City of Ballarat receive?

Total requests received	27
Personal requests	5
Non-personal requests	22

### What happened?

Full access given	15
Part access given	3
Denied in full	4
Withdrawn	0
Not proceeded with	0
Act does not apply	0
Not processed	0
No documents	5
Released outside the act	0
Not finalised	0

No internal reviews were conducted. No appeals to VCAT were received and one outstanding from the previous year was settled prior to hearing.

The following exemptions and sections were used in decisions on access.

Section 31 (1) (d)	2
Section 34 (1) (b)	3
Section 35 (1) (b)	3

### Fees and Charges

\$645.30 was collected in application fees.

### Protected Disclosures

With respect to Section 104(a) of Whistleblowers Protection Act, the City of Ballarat has adopted the guidelines of the Ombudsman with respect to handling protected disclosures.

With respect to Section 104(b)-(j) and 105 there was a nil return (no protected disclosures) for 2010 – 2011 for the City of Ballarat.

## Access to Council information

Under Part 5 of the Local Government (General) Regulations 2004, the City of Ballarat is required to make available for public inspection documents containing the following prescribed matters at the Phoenix Building, 25 Armstrong St Sth:

- (a) Details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors under section 74 or 74a of the Local Government Act
- (b) The total annual remuneration for all senior officers in respect of the current financial year and the previous financial year, set out in a list that states:
  - (i) ranges of remuneration of senior officers, where the difference between the lower amount and the higher amount in each range must not exceed \$10,000
  - (ii) the number of senior officers whose total annual remuneration falls within the ranges referred to in subparagraph above
- (c) Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel, including accommodation costs
- (d) Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
- (e) Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted
- (f) Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Local Government Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Local Government Act
- (g) A list of all special committees established by Council and the purpose for which each committee was established
- (h) A list of all special committees established by Council which were abolished or ceased to function during the financial year
  - (i) Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Local Government Act
  - (j) A register of delegations kept under section 87 and 98 of the Local Government Act, including the date on which the last review under sections 86(6) and 98(6) of the Act took place
  - (k) Submissions received in accordance with section 223 of the Local Government Act during the previous 12 months
  - (l) Agreements to establish regional libraries under section 196 of the Local Government Act
  - (m) Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease
  - (n) Register of authorised officers appointed under section 224 of the Local Government Act
  - (o) A list of donations and grants made by Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant
  - (p) A list of the names of the organisations of which Council was a member during the financial year and the details of all membership fees and other amounts and services provided during that year to each organisation by Council
  - (q) A list of contracts valued at \$100,000 (or such higher amount as is fixed from time to time under section 186 (1) of the Act) or more -
    - (i) which Council entered into during the financial year without first engaging in a competitive process; and
    - (ii) which are not contracts referred to in section 186 (5) of the Act

### Note

The Act provides that an amount higher than \$100,000 may be fixed by Order in Council made under section 186 (1) of the Act.



# Council Representation

External bodies, Section 86 Committees, Advisory Committees, Portfolio Councillors

## Portfolio Teams

Portfolio	Councillor Representative	Lead Directors
Growth and Development	Cr Noel Perry, Cr Judy Verlin, Cr Ben Taylor	Director Growth and Development, Director Destination and Connections
People and Communities	Cr Des Hudson, Cr John Philips, Cr Mark Harris	Director People and Communities, Manager Public Spaces and Environment
Destination and Connections	Cr Samantha McIntosh, Cr Cheryl Bromfield, Cr Craig Fletcher	Director Destination and Connections, Director Growth and Development

All directors and executive managers were required from time to time to participate in a range of discussions and projects, depending upon the nature of the issue or activity.

## External Bodies

Organisation	Portfolio Team	Councillor Representative	Backup Councillor Representative	Council Officer Representative
Arch of Victory/Avenue of Honour Advisory Committee	Growth and Development	Cr Perry	Cr Harris	Executive Assistant Ballarat Regional Tourism, Manager Infrastructure Delivery
Art Gallery of Ballarat Board	Destination and Connections	Cr Harris	Cr McIntosh	Director Destination and Connections
Australian Local Government Women's Association (ALGWA)		Cr Bromfield		
Ballarat ICT	Destination and Connections	Cr Taylor	Cr McIntosh	Director Destination and Connections
Ballarat West Task Group	Growth and Development	Cr Perry	Cr Taylor	Director Growth and Development
Castlemaine (Mine) Environmental Advisory Committee	Growth and Development	Cr Taylor		
Central Highlands Mayors' and CEOs' Forum		Mayor of the Day	Cr Harris	Chief Executive Officer or Director Destination and Connections
Central Highlands Regional Library Corporation	People and Communities	Cr Harris	Cr Hudson	Manager Family and Children's Services
Central Highlands Regional Waste Management Group	Growth and Development	Cr Perry and Cr Taylor		Manager Public Space and Environment, Manager CityWide Services
Commerce Ballarat	Destination and Connections	Cr McIntosh	Cr Bromfield	Manager Economic Development
Committee for Ballarat		Mayor of the Day	Cr Verlin	Chief Executive Officer or Director Destination and Connections
Grampians Regional Aboriginal Justice Advisory Committee	People and Communities	Cr Bromfield	Cr Harris	Not applicable
Local Learning Education Network	People and Communities	Cr Philips	Cr Hudson	Manager Community Development
Municipal Association of Victoria		Cr Bromfield	Cr Harris	Chief Executive Officer
Regional Cities Group		Mayor of the Day	Cr Harris	Chief Executive Officer or Director Destination and Connections
Responsible Gaming Committee	People and Communities	Cr Hudson and Cr Philips		Manager Community Development
South Western Regional MAV Group		Cr Bromfield		Chief Executive Officer
Victorian Local Governance Association (VLGA)		Cr Bromfield	Cr Harris	Not applicable

## Special Committees Of Council Created Pursuant To S86

Committee	Portfolio Team	Councillor Representative	Backup Councillor Representative	Other members appointed by Council	Frequency of Meetings	Lead Council Officer
Ballarat Friends of Ainara Community Committee	People and Communities	Cr Hudson	Cr Harris	Christopher Bluett, Gemma Abraham, Anthony Haintz, Dianne Hadden, Desley Beechey, Bernard Bradbury, Belinda Coates, Robert Gray, Dianne McGrath, Andrew Miller, Leo Rennie	Monthly	Cultural Partnerships Officer
Ballarat Municipal Observatory Special Committee	People and Communities	Cr Harris	Cr McIntosh	Judith Bailey, Philip Greenbank	Bi-monthly	Manager Property Services
CEO Performance Review Special Committee		Mayor of the Day Deputy Mayor Cr Perry Cr Bromfield Cr Philips		Nil	As required	Nil
Community Impact Committee		1 Councillor from each ward		Barbara Hughes, Geoff Sharp, Noel Trengove, Peter Rademaker, Emmerson Cross		Director People and Communities, Manager Community Development
Contracts Committee	Growth and Development	Cr Verlin Cr Perry Cr Taylor		Nil	Weekly	Executive Manager Finance
Her Majesty's Theatre Special Committee	Destination and Connections	Cr Bromfield	Cr McIntosh	Barbara Dunlop, Tim Gay, Ron Harrington, Peter Morey, Anthony Cole	6 weekly	Director Destination and Connections, Manager Arts and Culture
Invermay Recreation Reserve Special Committee	North Ward Representative	North Ward Councillor as required		Ian Daniel, Marianne Farrar, Geoffrey Fraser, Ian Martin, Peter Nunn, Ruth Nunn	Bi-monthly	Manager Recreation and Open Space Planning
Miners Rest Hall Special Committee	North Ward Representative	North Ward Councillor as required		Karen Grose, Rodney Henwood, William Loader, Marie Loader, Peter Loader, Lynette Rock, Darren Severino	Quarterly	Manager Community Development

## Committees Established Under Other Acts

Committee	Portfolio Team	Councillor Representative	Backup Councillor Representative	Frequency of Meetings	Council Officer
Ballarat West Town Common	Growth and Development	All Councillors (as trustees)	All Councillors (as trustees)	Not required	Manager Property Services
Coghills Creek/ Glendaruel Cemetery	Growth and Development	All Councillors (as trustees)	All Councillors (as trustees)	Not required	Manager Property Services
Integrated Fire Management Prevention Committee	People and Communities	Cr Philips	Cr Perry	Min 4 times p.a. plus special meetings as required through summer	Municipal Emergency Manager, Municipal Fire Prevention Officer
Learmonth Cemetery	Growth and Development	All Councillors (as trustees)	All Councillors (as trustees)	Not required	Manager Property Services
Municipal Emergency Management Planning Committee	People and Communities	Cr Harris	Cr Philips	Every six months	Municipal Emergency Manager

## Audit Advisory Committee

Committee	Councillor Representative	Frequency of Meeting	Council Officer Representatives	Committee Members
Audit Advisory Committee	Mayor of the Day Cr Perry Cr Verlin	Six times per year	Chief Executive Officer and Executive Manager Finance	Bruce Judkins (Chair) Shane Bicknell, Geoff Johnson, Rex Carland.



## Advisory Committees Created By Council

Committee	Portfolio Team	Councillor Representative	Backup	Frequency of Meetings
Airport Advisory Committee	Growth and Development	Cr McIntosh	Cr Perry Cr Philips	Bi-monthly
Aquatic Centre Committee	People and Communities	Cr Hudson	Cr Verlin	Quarterly
Ascot Hall Special Committee	People and Communities	North Ward Councillor		
Ballarat Community Safety Committee	People and Communities	Cr Hudson and Cr Bromfield		
Ballarat Heritage Advisory Committee	Growth and Development	Cr McIntosh Cr Verlin		Bi-monthly
Ballarat Livestock Selling Centre Advisory Committee	Growth and Development	Cr Perry	Cr Taylor	Quarterly
Ballarat Regional Tourism Board	Destination and Connections	Mayor of the Day Cr McIntosh		Bi-monthly
Ballarat West Structure Plan Advisory Committee	Growth and Development	Cr Taylor Cr Philips Cr Perry		
Burrumbeet Soldiers Memorial Hall Committee	North Ward Representative	North Ward Councillor as required		
Child Friendly Ballarat Advisory Committee	People and Communities	Cr Hudson	Cr Philips	Bi-Monthly
Disability Advisory Committee	People and Communities	Cr Harris	Cr Philips	Quarterly





Council Officer Representatives	Committee Members
Airport Manager	Director Destination and Connections, two airport business representatives, two airport community tenants and two external community representatives
Manager Recreation and Open Space Planning	Ed Ferguson, Sharon Ruyg, Judith Coull, Ian Martin
Manager Community Development	Peter Wrigley, Stuart Sobey, Geoff Dean, Ivan Thomas, Bruce Spittle
Director People and Communities	Doug Lloyd, Bruce Thomas, Greg Payne, Michael Brandenburg, Phillip Pettingill, Stephen Armstrong, Bob Barby, Gladys Newell, Jeannie King, Jen Pollard, John Marios, Maryanne Ross, Simone Meade, Leigh Skelton, Jeff Langdon
Manager Strategic Planning, Heritage Coordinator, Heritage Planner/Architect, Facility Manager	Andrew Wallace, Bonnie Fagan, Carlo Ticchi, Dianne Gow, Dr Anne Beggs-Sunter, Lois Keating, Mary Hollick, Lauren Bourke, Tim Sullivan, Tony Armstrong, Travis Hurst.
Project Manager (Destination and Connections)	Andrew McCarron, Jonathan Crilly, Bernie Nevins, Gerry White, Tom Dowling, Mick Madden, Laurie Mullane, Mike Beaumont, Gordon Powell, Paul Beechey
Director Destination and Connections	Steven Savic, Stuart Benjamin, Grant Wiltshire, Margo Pettit, Justin Gildbert, Serena Eldridge, Doug Sarah, Craig Holloway, Barb O'Dwyer, John Fitzgibbon, Gary Browning, Simon Coghlan
Chief Executive Officer, Director Growth and Development Director People and Communities, Director Destination and Connections, Coordinator Ballarat West Development, Manager Strategic Planning, Strategic Planning Project Manager	Stephen Carthew, Keith Jackson, David O'Sullivan, David Ward, Paul O'Donohue, Steve Millard, Grant Hull, Cord Sadler, Tony Chew, Glen Walker, Stephen Waddington, Jason Taylor, Francene McCartin, Kieren Murrhly, Tom Niederle, Robert Byrne, Peter Henry, Cindy Bright, Jodie Gillett
Manager Community Development	Alan McCartney, Margaret Moodie, Vincent Moodie, Brendan Cahill, Bernard Hyland, Paul Beechey, Sue Wilson, Ian Smith, Gwen Smith, Therese Vincent-Rori, Ian Marshall, Shirley Marshall, Ben Moodie, Steven Pearson
Manager Family and Children's Services, Best Start Community Facilitator	Desley Beechey, Shane Mahony, Shepard Shamuyarira, Beth Lamont, Julie Davies, Tony Lovett, Blair Thompson, Heather Boyd
Rural Access Coordinator	Ken Gunning, Robyn Hall, Tess Pearce, Janine Lyon, Jenene Burke, Karen McCraw, Margaret Noall, Alison Smith, Rebecca Paton, Olivia Brown, Marianne Hubbard, Vincent McDonald



Committee	Portfolio Team	Councillor Representative	Backup	Frequency of Meetings
Eureka Commemorative Advisory Committee	Destination and Connections	Mayor of the Day	Cr McIntosh	Monthly
Intercultural Advisory Committee	People and Communities	Cr Philips	Cr Harris	Bi-monthly
Koorie Engagement Action Group	People and Communities	Mayor of the Day	Cr Harris	Monthly
Lake Learmonth Advisory Committee	Growth and Development	Cr Philips	Cr McIntosh Cr Verlin	Bi-Monthly
Lake Wendouree and Gardens Advisory Committee	Growth and Development	Cr Verlin	Cr McIntosh	
Mount Buninyong Scenic Reserve	Growth and Development	Cr Taylor		Twice yearly
Public Art Advisory Committee	Destination and Connections	Cr Hudson Cr Harris Cr McIntosh		Quarterly
Road Safety Advisory Committee	People and Communities	Cr Hudson	Cr Philips	Quarterly
Sebastopol RSL Hall	South Ward Representative	Cr Hudson		
Water Resources Committee	Growth and Development	Cr Philips	Cr Verlin	Bi-monthly
Youth Strategy Implementation and Review Committee	People and Communities	Cr Philips	Cr Harris	Bi-monthly



Council Officer Representatives	Committee Members
Manager Arts and Culture	John Semmens, Frank Williams, Dot Wickham, Joe Toscano, Paul Murphy, Peter Butters, Phillip Moore, Doug Sarah
Manager Community Development , Coordinator Cultural Diversity and Cultural Partnerships Officer	Vivian Bradbury, Bill Moy, Shirlita Hart, Andreas Litras, Roman Skrypko, Khushi Maharaj, Frank Williams, Gwendoline Blake, Dollard Dmitri, Stan Deutscher, Jim Quinn, Cat Ogata, Orazio Sbriglio, Raimondo Placidi, Shirley Doon, Ibrahim Sultan, Peter Rademaker
Director People and Communities	Indigenous Community Representatives, Ballarat Aboriginal and District Cooperative, Education, Employment, Arts and Culture, Police and Justice, Health and Welfare, Wathaurung Corporation, Community Member, Mayor of the Day
Manager Public Space and Environment, Manager Recreation and Open Space Planning, Coordinator Parks and City Entrances	Open to all members of the public
Manager Public Space and Environment, Lake and Garden's Curator	Chris Grant, Barry Kentich, David Edwards, Eric Waller, William Bahr, Mike Sorrell, John Miller, Anne Beggs-Sunter, Paul Crosbie
Coordinator Parks and City Entrances, Fire Prevention Officer	Janine Lucato, Rolf Schlagloth, Frank Ritchie, Peter Hiscock, Rolly Nam, Andrea Mason, Tim D'Ombra, Crystal Clark, Damien Butler
Coordinator Arts and Cultural Development, Manager Community Development, Landscape Architect and Open Space Officer, Heritage Coordinator	Alan Morton, Jenny Pak, Fiona Morgan, Megan Lloyd, Belinda Woodruff, Paul Mason
Director Growth and Development, Traffic Management, Coordinator Community Planning	Chris Dunlop, David O'Sullivan, Mark Cattell, Len Geddes, Michael Boatman, Patrick Cleary, Leo Styles
Manager Community Development	Bob Amos, Mark Azzopardi, Peter Cotel, Margaret Cotel, Margaret McWilliam, Ken Haynes
Manager Public Space and Environment, Coordinator Waste and Environmental Programs, Manager Strategic Planning	Sandra Gray, Peter Tadgell, Paul Houlihan, Steve Wickson, Ian Hasting, Simon Wilkie, Angus Ramsay
Coordinator Youth Services, Strategic Development	Allan Murphy, Emily Coxall, James O'Meara, Kaliya Sheridan, Lauren Fagg, Louise James, Maddisyn Hunter, Peter Eddy, Sue Brown, Tom Inverarity, Wendy Draayers



# Grants and Donations

## Funding and support for community groups and organisations

In addition to the day to day provision of services to the community, the City of Ballarat also recognises the importance of supporting and assisting community groups, not-for-profit

organisations, clubs and groups to help them to grow and participate in the community. The grants and donations allow these groups to continue providing services, programs, improve facilities or start their programs. The following grants and donations were issued by the City of Ballarat in 2010 - 2011.

Recipient	Amount \$
3BA/POWER FM	510.00
ABA - Victorian Branch	3,000.00
African Christian Kush Aid Program of Aust.	538.00
Alexandra Croquet Club	295.00
Alternative Technology Association Inc.	1,550.00
Arthur Creative	3,450.00
Australian Centre for Grief and Bereavement	770.00
Australian Cricketers' Association	11,000.00
Australian Made Campaign Limited	5,500.00
Australian University Sport	1,650.00
BAD Ride	4,500.00
Ballaarat Astronomical Society Inc.	2,000.00
Ballarat - Ainaro	3,750.00
Ballarat and District Early Holden Car Club State Titles	430.00
Ballarat Agricultural and Pastoral Society	2,750.00
Ballarat Amateur Radio Group	850.00
Ballarat Annual Pet Expo	1,205.00
Ballarat Athletic Club	50,000.00
Ballarat Basketball Club	27,500.00
Ballarat Bowling Club	4,184.40
Ballarat Cancer Research Centre	33,000.00
Ballarat Childcare Co-Operative	1,543.00
Ballarat Chinese Community Association	920.00
Ballarat City Senior Citizens	13,500.00
Ballarat Community Garden Inc.	5,062.00
Ballarat Community Health	500.00
Ballarat Deaf Social Club	243.00
Ballarat District Nursing and Healthcare	5,000.00
Ballarat Eureka Diabetes	2,000.00

Recipient	Amount \$
Ballarat Football Club Inc.	5,000.00
Ballarat Football League	3,000.00
Ballarat Futsal Pty Ltd	2,750.00
Ballarat International Foto Biennale	32,450.00
Ballarat Japan Friendship Association	355.00
Ballarat North Salvation Army Community House	5,000.00
Ballarat North Senior Citizens	7,800.00
Ballarat Nth Salvation Army Comm. House	6,000.00
Ballarat Permaculture Guild	3,000.00
Ballarat Red Devils Soccer Club	8,800.00
Ballarat Regional Athletic Centre	2,500.00
Ballarat Regional Multicultural Council	7,157.00
Ballarat Relay for Life	500.00
Ballarat South Senior Citizens	6,300.00
Ballarat Sports Foundation Inc.	5,000.00
Ballarat Togolese Association	2,400.00
Ballarat Turf Club Inc.	27,500.00
Ballarat Vocal Arts Associations Inc.	4,500.00
Ballarat Volleyball Association	2,000.00
Ballarat Wanderers Sports Club	6,600.00
Ballarat Woodworkers Guild	349.00
Ballarat Writers and Illustrators Sub Committee	1,500.00
BREAZE	2,244.00
Bridge Mall Traders	82,406.50
Brown Hill Playgroup	350.00
Brown Hill Senior Citizens	4,500.00
Buninyong Joint Library Trust	1,448.00
Buninyong Senior Citizens	6,000.00
Calvary Life Assemblies Blue Cross Church	715.00
Centacare Catholic Diocese of Ballarat	16,500.00
Central Highlands Women's Collective (WRISC)	1,500.00
Child and Family Services Ballarat Inc.	9,680.00
Chinese Australian Cultural Society Ballarat Inc.	10,000.00
CHSA Sports Central	880.00
Circolo Pensionati di Italiani Ballarat	800.00

## Grants and Donations (continued)

Recipient	Amount \$
Committee for Ballarat	8,250.00
Delacombe Companion Club	400.00
Dragon's Abreast Ballarat Inc.	2,475.00
Eating Disorders Foundation of Victoria	1,050.00
Eureka Orienteers	1,100.00
Fishes and Loaves Network	2,500.00
Friends of Ballarat Pony Club	4,856.00
Friends of Learmonth	3,092.00
Friends of Royal Park	699.30
Friends of the Ballarat Botanical Gardens	2,000.00
Highlands LLEN Inc.	10,500.00
Initiative Marketing Pty Ltd	11,000.00
Invermay and District Progress Association Inc.	3,000.00
KIDS Foundation	1,709.40
Lead On Ballarat	48,024.00
Leadership Ballarat and Western Region	25,850.00
Lions Club of Ballarat Inc.	500.00
Longechuk Community Development Services	4,500.00
Motorcycling Victoria	3,850.00
NESB Links	2,600.00
North Ballarat Football Club Inc.	60,500.00
North Melbourne Football Club Ltd	228,140.00
One2One Children's Ministry	845.00
One2One Gillies St Church of Christ Mothers of Preschoolers Group	2,047.80
Order of Australia Association	5,000.00
Organs of the Ballarat Goldfields	27,500.00
Radio Ballarat Pty Ltd	11,000.00
Riding for Disabled Ballarat	1,822.00
Rotary International District 9780 Inc.	3,300.00
Sebastopol Child Care Centre	3,300.00
Sebastopol Senior Citizens	8,400.00
St John Ambulance	8,250.00
St John of God	4,400.00

Recipient	Amount \$
Sturt/Yuille Division Girl Guides Council	3,260.00
Sweet Mona's Choir	1,400.00
The Country Women's Association of Vic Inc.	3,000.00
Tourism Alliace Victoria Inc.	1,650.00
United Way Ballarat	28,276.00
Uniting Care Ballarat	1,577.00
Variety - The Children's Charity	11,000.00
Victoria Police Games Federation Inc.	100.00
Volunteer Fire Brigades Victoria	200.00
Wendouree Senior Citizens	5,250.00
Women in Super Mother's Day Classic	3,692.00
Yarrowee Productions	3,600.00
York Street Church of Christ	7,700.00
York Street Community Playgroup	550.00
<b>Total</b>	<b>1,038,400.40</b>

## Memberships

It is important that City of Ballarat staff have access to the most up to date and relevant information, training and industry standards to ensure the best quality services are delivered to the community.

The City of Ballarat subscribes to a broad range of industry organisations and information services, as outlined in the table below.

Vendor	Summary of services provided	Amount \$
Alternative Technology	SDAPP Project Magazine	30.00
Anstat	Annual Subscription -	2,196.02
Art and Australia Pty Ltd	Magazine Subscription	140.00
Art Gallery Society	Professional Membership	95.00
ArtsHub.com.au	Professional Membership x 2	863.50
Asia Pacific Leisure	Annual Subscription	70.00
Australian Breastfeeding Association	Health Group Subscription	95.00
Australian Institute of Building Surveyors	Student Membership	40.00
Australian Institute of Building Surveyors	Annual Memberships - 6 full, 2 student	2,480.00
Australian Performing Arts Centre Association	Ordinary Membership x 2	780.00
Ballarat Aquatic Centre	Gold Membership x 2	856.42

Vendor	Summary of services provided	Amount \$
BDAV Inc.	Membership	528.00
Botanic Garden Dollar	Annual Membership	327.73
Botanic Gardens	Annual Membership	350.00
BROSH Inc	Membership Subscription	165.00
CCH Australia Limited	Journal Subscription	815.00
Central Victoria Greenhouse Alliance	Annual Membership	3,300.00
Champions of the Bush Inc.	Membership	5,500.00
Committee for Ballarat	Executive Membership	19,800.00
CPA Australia Ltd	Annual Membership	682.00
Employee Added Extras	Annual Company Registration Fee	3,850.00
Environmental Health Victoria	Corporate Membership	1,500.00
Expanding Horizons Unit Trust	Website Subscription	190.00
Garden Plant Conservation Association	Annual Membership	150.00
Great Dividing Trail	Corporate Membership	49.50
Hallmark Editions	LG News Subscription	275.00
Hallmark Editions	Council Manager Magazine Subscription	330.00
HIA Ltd	Annual Membership	627.00
IIA Australia	Annual Membership	583.62
Information Public Sector User Forum Inc	Corporate Membership	1,430.00
Institute for Information Management Limited	Annual Membership	240.00
Institute of Public Administration Australia (Vic)	Corporate Bronze Membership	1,500.00
Institute of Public Works Engineering Australia	Annual Membership – 8 full, 1 concession	2,395.00
International Council for Local Environmental Initiatives	Annual Membership	1,556.50
Keep Australia Beautiful Inc.	Regional Local Government Membership	500.00
LG Pro	Annual Membership	540.00
Local Government Finance Professionals	Annual Membership	575.00
Local Government Manager Australia	Annual Subscription	110.00
MIAA, North Sydney	MEA Membership	450.00
Maddocks	Half yearly subscription	687.50
Master Builders Association of Victoria	Annual Membership	50.00
Meals Victoria	Annual Membership	80.00
Melbourne Convention and Visitor Bureau	Corporate Membership	1,100.00
Municipal Association of Victoria	LGICT Committee Membership	3,901.70
Municipal Association of Victoria	Annual Membership	43,181.50
Municipal Works Officers	General Membership x 17	1,309.00



Vendor	Summary of services provided	Amount \$
Museums Australia	Annual Membership	169.40
Nds Ltd	Subscription Renewal	715.00
Open City Inc RealTime	Subscription to RealTime (Edition 99-104)	65.00
Our Community Pty Ltd	Annual Subscription	330.00
Parks and Leisure Australia	Annual Membership	1,381.00
PINARC Support Services	Toy Library Group Membership	150.00
Planet Footprint	Base Level Subscription	4,565.00
Planning Enforcement Officers Association Inc.	Annual Membership x 2	140.00
Planning Institute of Australia	Annual Membership x 4	1,116 .57
Public Galleries Association of Victoria	Annual Membership	550.00
Royal Australian Institute of Architects	Subscription to Environment Design Guidelines	246.00
Safety Institute of Australia	Membership x 2	430.00
SAI Global Limited	Australian Standard for Risk Management	200.70
SAI Global Limited	Annual Membership	389.00
School Crossings Victoria Inc.	Annual Membership	100.00
Sovereign Hill	Corporate Membership	695.00
Sovereign Hill	Membership - 1 Staff Member	23.00
TaxEd	Professional Membership	1,295.00
The Australian Computer Society	Annual Membership	320.00
The Australian Local Government Job Directory	Annual Subscription	638.00
The Intermedia Group	Appliance Retailer Magazine Subscription	85.00
Theatre Heritage Australia Inc.	Annual Membership	85.00
Thomson Reuters (Professional)	FBT Simplifier Membership	688.05
Thomson Reuters (Professional)	Local Government Law Journal Subscription	579.96
Trade Travel Network of Attractions and Accommodation	Annual Membership	2,750.00
Vic ICT for Women	Corporate Membership	1,100.00
Vicsport	Industry Associate Membership	275.00
Victoria Municipal Building Surveyors Group Inc.	Annual Membership	330.00
Victorian Association of Performing Arts Centres	Annual Membership x 2	1,980.00
Victorian Local Governance Association	Annual Membership	19,360.00
Volunteering Victoria Inc.	Council Membership	300.00
Waste Management Association of Australia	Annual Membership	819.00
<b>Total</b>		<b>148,105.67</b>

**National Competition Policy Compliance: 2010-2011**

**Certification by Chief Executive Officer**

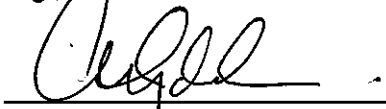
Ballarat City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2010 to 30 June 2011, in accordance with the requirements outlined in *National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy, December 2008 (2008 Statement)* as set out below:

<p><b>A. Trade Practices Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i></p>	<p>Compliant</p>
<p><b>B. Local Laws Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant. List any local laws made or remade during 2010-11 which impose a restriction on competition:</i></p> <p>-</p> <p>-</p> <p>-</p>	<p>Compliant</p>
<p><b>C. Competitive Neutrality Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant for all significant businesses. List any significant businesses that are non-compliant:</i></p> <p>-</p> <p>-</p> <p>-</p>	<p>Compliant</p>

I certify that:

- a) this statement has been prepared in accordance with the 2010-2011 National Competition Policy reporting guidelines, which is pursuant to the 2008 Statement; and
- b) this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



(Anthony Schinck, Chief Executive Officer, City of Ballarat)

Date: 10/8/11

# 2010 – 2011 Performance Statement

Section 132 of the Local Government Act (LGA) requires the City of Ballarat to report on its performance against the targets and measures for the Key Strategic Activities specified in the Budget [Section 127 2(d) of LGA] for the 2010 – 2011 financial year. The measures used were the key performance indicators in the Annual Local Government Community Satisfaction Survey conducted on behalf of councils by the State Government.

The attached table provides details of the targets and measures used, the satisfaction target rates that were set for each of them for 2010 - 2011 and the actual results that were achieved.

Key Strategic Activity	Performance Measure	How Data is Reported	09/10 Actual	10/11 Target	10/11 Actual	Target Met/Not Met	Reasons for not meeting
		Growth and Development					
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for local roads and footpaths	Annual Community Satisfaction Survey	56	55	51	Not Met	Residents indicated that they believed there was still an issue with roads requiring more frequent resurfacing, too many footpaths having uneven surfaces and that roadside verges need to be more frequently slashed
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for traffic management and parking facilities	Annual Community Satisfaction Survey	52	55	48	Not Met	Residents believe there needs to be more parking facilities closer to shopping and business centres and improvement is required in traffic flow
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for the appearance of public areas	Annual Community Satisfaction Survey	65	65	61	Not Met	More frequent and better street cleaning, better maintenance of parks and gardens, more frequent slashing of public areas and better pruning of street trees were cited by residents for improvement
Ensuring appropriate development occurs in the community	Community satisfaction rating for town planning policy and approvals	Annual Community Satisfaction Survey	55	53	54	Met	
Providing waste services that are environmentally sustainable	Community satisfaction rating for waste management	Annual Community Satisfaction Survey	67	70	69	Not Met	The community has issues with the non provision of green waste and hard waste collections and believes that tip fees are too high

Key Strategic Activity	Performance Measure	How Data is Reported	09/10 Actual	10/11 Target	10/11 Actual	Target Met/Not Met	Reasons for not meeting
People and Communities							
Providing quality community services	Community satisfaction rating for health and human services	Annual Community Satisfaction Survey	73	75	71	Not Met	Respondents felt that there should be increased resources for aged care and support services for minority and disadvantaged groups, the quality of home care could be improved and more resources and longer opening hours for maternal and child health services would improve service provision
Providing quality recreational facilities	Community satisfaction rating for recreational facilities	Annual Community Satisfaction Survey	71	68	71	Met	
Destination and Connections							
Providing economic development services	Community satisfaction rating for economic development	Annual Community Satisfaction Survey	58	60	59	Not Met	Although this result is an improvement on the actual result for 2009/10 some of the reasons suggested for the 2010 - 2011 result not meeting the target were that more job creation programs needed to be developed, tourism should be further encouraged and more support provided to local businesses
Providing a safe environment for the community	Community satisfaction rating for enforcement of local laws	Annual Community Satisfaction Survey	64	64	60	Not Met	Reasons given by respondents for improvement were greater enforcement of noise, animal and fire prevention local laws



Key Strategic Activity	Performance Measure	How Data is Reported	09/10 Actual	10/11 Target	10/11 Actual	Target Met/Not Met	Reasons for not meeting
Managing our Business							
Improving community relationships	Community satisfaction rating for interaction and responsiveness in dealing with the public	Annual Community Satisfaction Survey	70	73	70	Not Met	From a customer service perspective the community has some issues regarding Council's lack of follow up or length of time to respond to matters. Some respondents also complained of a lack of interest from the officer
Engagement of community in decision making on local issues	Community satisfaction rating for Council's engagement in decision making on local issues	Annual Community Satisfaction Survey	62	58	58	Met	
Strengthening advocacy processes	Community satisfaction rating for advocacy and representation on key local issues	Annual Community Satisfaction Survey	66	65	63	Not Met	Respondents believe Council needs to be clearer in its communication, make more of an effort and lobby harder on key local issues
Improving community perceptions	Community satisfaction rating for overall performance generally of the Council	Annual Community Satisfaction Survey	64	61	61	Met	
Improving community perceptions	Community satisfaction rating for overall performance in key service areas and responsibilities of the Council	Annual Community Satisfaction Survey	62	63	60	Not Met	The decline in ratings for a number of the indicators had the cumulative effect of producing a lower overall score compared to last year's, which led to the target being missed by three points



# General Interpretive Analysis of Performance Results for 2010 - 2011 Financial Year

An analysis of the actual performance compared to the targets indicates the following result groupings of the performance measures:

Actual performance achieving target or better:

- Town Planning Policy and approvals
- Recreational facilities
- Council's engagement in decision making on local issues (community engagement)
- Overall performance generally of Council

Actual performance within 1 percentage point of target:

- Waste management
- Economic development

Actual performance within 2 percentage points of target:

- Advocacy and representation on key local issues (Advocacy)

Actual performance within 3 percentage points of target:

- Interaction and responsiveness in dealing with the public (Customer contact)

Actual performance lower than 3 percentage points of target:

- Local roads and footpaths
- Traffic management and parking facilities
- Appearance of public areas
- Health and human services
- Enforcement of local laws
- Overall performance in key service areas and responsibilities of Council

Actual performance matched or bettered the actual performance in 2009 - 10:

- Customer contact
- Recreational facilities
- Waste management
- Economic development

The results for 2011 have declined when compared to those for 2010 in that for five of the indicators their actual results were lower by more than three points from their targets. In 2010 all indicators' actuals were within three points, equalled or bettered their targets. The possible reasons for the lower actuals for community

engagement and advocacy compared to last year are that Council is dealing with some difficult and complex projects such as the Civic Hall and the relocation of the Livestock Selling Centre. Other contentious matters were the planning issues affecting residents in the fire prone zones in Mt Helen and the refilling of Lake Wendouree.

The good result for Recreational Facilities reflects the continuing work undertaken as part of the Sports Precincts Strategy to preserve the playing surfaces of a number of sports grounds and establish the Ballarat Regional Soccer facility. Although the result for Economic Development did not reach its 2010 - 2011 target, it did improve by one point on its result in 2009 - 2010. This is probably a reflection of the fact that Council has continued to offer the Ballarat Industry Participation Program, the Regional Industry Link and the Tenderwrite Program to the business sector.

Although the Waste Management indicator missed its target for 2010 - 2011 by one point its actual rating for this financial year (69) was an increase of two points compared to last year's (67). A possible reason for this improvement is that although the community remains concerned about the unavailability of hardwaste and greenwaste collections it is pleased to see Council is working through these issues.

Survey comments relating to the physical infrastructure areas of roads and footpaths, traffic management and parking facilities, indicate that the community still believes that not enough maintenance is undertaken on footpaths, leaving too many with uneven surfaces, and there is still too much congestion in the central business district, and not enough parking facilities close to shopping and business centres.


Council and the Leadership Team have analysed the feedback provided by respondents to the survey and used it to identify priority areas for 2011 - 2012.

## Council Approval of the 2010/11 Performance Statement

In our opinion, the accompanying performance statement of the Ballarat City Council in respect of 2010/11 financial year is presented fairly in accordance with the Local Government Act 1989.

The statement outlines the performance targets and measures set out in relation to the achievement of the business plan in respect to that year described in Council's corporate plan and describes the extent to which the business plan was met in that year having regard to those targets and measures.

As at the time of signing, we are not aware of any circumstances which would render any particular in the statement to be misleading or inaccurate.



.....  
Craig Fletcher  
Councillor  
Ballarat

Dated: 21<sup>st</sup> September, 2011



.....  
Judy Verlin  
Councillor  
Ballarat

Dated: 21<sup>st</sup> September, 2011



Victorian Auditor-General's Office

## INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Ballarat Council

### *The Performance Statement*

The accompanying performance statement for the year ended 30 June 2011 of the City of Ballarat Council which comprises the statement, the related notes and the council approval of the 2010/11 performance statement has been audited.

### *The Councillors' Responsibility for the Performance Statement*

The Councillors of the City of Ballarat Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the performance statement that is free of material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Level 24, 35 Collins Street, Melbourne Vic. 3000

Telephone 61 3 8601 7000 Facsimile 61 3 8601 7010 Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au) Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

*Auditing in the Public Interest*



# VAGO

Victorian Auditor-General's Office

## Independent Auditor's Report (continued)

### *Auditor's Opinion*

In my opinion, the performance statement of the City of Ballarat Council in respect of the 30 June 2011 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

### *Matters Relating to the Electronic Publication of the Audited Performance Statement*

This auditor's report relates to the performance statement of the City of Ballarat Council for the year ended 30 June 2011 included both in the City of Ballarat Council's annual report and on the website. The Councillors of the City of Ballarat Council are responsible for the integrity of the City of Ballarat Council's website. I have not been engaged to report on the integrity of the City of Ballarat Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE  
26 September 2011

  
D D R Pearson  
Auditor-General

2

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*Auditing in the Public Interest*



# Annual Financial Report

1 July 2010 to 30 June 2011

## Financial Statements

# Comprehensive Income Statement

## For the Year Ended 30 June 2011

	Note	2011 \$'000	2010 \$'000
<b>Income</b>			
Rates and charges	2	61,055	56,971
User fees, charges and fines	3	28,228	27,092
Contributions - cash	6 (a)	1,446	1,508
Contributions - non-monetary assets	6 (b)	10,800	13,208
Grants - recurrent	5	22,239	20,253
Grants - non-recurrent	5	8,471	9,020
Reimbursements	7	327	117
Net gain on disposal of property, infrastructure, plant and equipment	4	159	282
Interest income	8	2,446	1,909
Share of net profits/(losses) of associates and joint ventures accounted for by the equity method	15	39	(17)
<b>Total income</b>		<b>135,210</b>	<b>130,343</b>
<b>Expenses</b>			
Employee benefits	9	44,406	39,559
Materials and services	10	38,538	35,081
Bad and doubtful debts	11	321	240
Depreciation and amortisation	12	26,938	24,176
Finance costs	13	711	774
Other expenses	14	5,152	5,497
<b>Total expenses</b>		<b>116,066</b>	<b>105,327</b>
<b>Surplus</b>		<b>19,144</b>	<b>25,016</b>
<b>Other comprehensive income</b>			
Net Asset revaluation increment	27(a)	254,236	77,420
Impairment losses on Assets	28	(104)	-
<b>Comprehensive result</b>		<b>273,276</b>	<b>102,436</b>

The above comprehensive income statement should be read in conjunction with the accompanying notes.

# Balance Sheet

## As at 30 June 2011

	Note	2011 \$'000	2010 \$'000
<b>Assets</b>			
<i>Current assets</i>			
Cash and cash equivalents	16	43,964	40,745
Trade and other receivables	17	8,759	6,587
Inventories	18	393	446
Non-current assets classified as held for sale	19	-	41
Other assets	20	977	1,043
<b>Total current assets</b>		<b>54,093</b>	<b>48,862</b>
<i>Non-current assets</i>			
Trade and other receivables	17	54	24
Investments in associates accounted for using the equity method	15	1,955	1,916
Property, infrastructure, plant and equipment	21	1,461,366	1,106,670
Investment property	22	4,922	4,984
<b>Total non-current assets</b>		<b>1,468,297</b>	<b>1,113,594</b>
<b>Total assets</b>		<b>1,522,390</b>	<b>1,162,456</b>
<b>Liabilities</b>			
<i>Current liabilities</i>			
Trade and other payables	23	8,020	6,134
Trust funds and deposits	24	2,170	1,868
Provisions	25	9,384	8,596
Interest-bearing loans and borrowings	26	3,387	2,998
<b>Total current liabilities</b>		<b>22,961</b>	<b>19,596</b>
<i>Non-current liabilities</i>			
Provisions	25	2,269	2,132
Interest-bearing loans and borrowings	26	7,807	9,197
<b>Total non-current liabilities</b>		<b>10,076</b>	<b>11,329</b>
<b>Total liabilities</b>		<b>33,037</b>	<b>30,925</b>
<b>Net Assets</b>		<b>1,489,353</b>	<b>1,131,531</b>
<b>Equity</b>			
Accumulated surplus		730,501	626,997
Reserves	27	758,852	504,534
<b>Total Equity</b>		<b>1,489,353</b>	<b>1,131,531</b>

The above balance sheet should be read in conjunction with the accompanying notes.

# Statement of Changes in Equity

## For the Year Ended 30 June 2011

			Asset		
	Note	Total	Accumulated	Revaluation	
		2011	Surplus	Reserve	
2011		\$'000	\$'000	\$'000	
				Other	
				Reserves	
				2011	
				\$'000	
Balance at beginning of the financial year		1,131,531	626,997	503,648	886
Prior Year Adjustment	39	84,546	84,546	-	-
Surplus(deficit) for the year		19,144	19,144	-	-
Net asset revaluation increment	27(a)	254,236	-	254,236	-
Transfers to other reserves	27(b)	-	(82)	-	82
Impairment losses on assets	28	(104)	(104)	-	-
<b>Balance at end of the financial year</b>		<b>1,489,353</b>	<b>730,501</b>	<b>757,884</b>	<b>968</b>

			Asset		
	Note	Total	Accumulated	Revaluation	
		2010	Surplus	Reserve	
2010		\$'000	\$'000	\$'000	
				Other	
				Reserves	
				2010	
				\$'000	
Balance at beginning of the financial year		1,029,095	600,552	426,228	2,315
Surplus(deficit) for the year		25,016	25,016	-	-
Net asset revaluation increment	27(a)	77,420	-	77,420	-
Transfers to other reserves	27(b)	-	(79)	-	79
Transfers from other reserves	27(b)	-	1,508	-	(1,508)
<b>Balance at end of the financial year</b>		<b>1,131,531</b>	<b>626,997</b>	<b>503,648</b>	<b>886</b>

The above statement of changes in equity should be read with the accompanying notes.

# Cash Flow Statement

## For the Year Ended 30 June 2011

		2011 Inflows/ (Outflows) \$'000	2010 Inflows/ (Outflows) \$'000
	Note		
<b>Cash flows from operating activities</b>			
Rates		60,716	57,099
Grants (inclusive of GST)		29,412	30,158
Fees, charges and other fines (inclusive of GST)		31,203	28,906
Reimbursements (inclusive of GST)		327	117
Interest		2,446	1,909
Other receipts (inclusive of GST)		94	2,102
Net GST refund/payment		4,475	4,444
Payments to suppliers (inclusive of GST)		(43,107)	(45,000)
Employee Costs		(43,481)	(39,621)
Other payments		(5,473)	(5,737)
<b>Net cash provided by (used in) operating activities</b>	<b>29</b>	<b>36,612</b>	<b>34,377</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	21	(31,971)	(39,844)
Proceeds from sale of property, infrastructure, plant and equipment		324	1,048
Loans and advances to community organisations		(40)	-
Repayment of loans and advances from community organisations		10	4
<b>Net cash provided by (used in) investing activities</b>		<b>(31,677)</b>	<b>(38,792)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(715)	(775)
Proceeds from interest bearing loans and borrowings		1,998	1,669
Repayment of interest bearing loans and borrowings		(2,999)	(2,669)
<b>Net cash provided by (used in) financing activities</b>		<b>(1,716)</b>	<b>(1,775)</b>
Net increase (decrease) in cash and cash equivalents		3,219	(6,190)
Cash and cash equivalents at the beginning of the financial year		40,745	46,935
<b>Cash and cash equivalents at the end of the financial year</b>	<b>16</b>	<b>43,964</b>	<b>40,745</b>
Financing arrangements	30		
Restrictions on cash assets	31		

The above cash flow statement should be read with the accompanying notes.

# Notes to the Financial Report

## For the Year Ended 30 June 2011

### Introduction

The City of Ballarat was established by an Order of the Governor in Council on 6th May 1994 and is a body corporate. The Council's main office the Town Hall located in Sturt Street, Ballarat. Council's main customer service centre is located at The Phoenix Building, 25 Armstrong Street South, Ballarat. (located behind the Town Hall)

The purpose of Council is to:

- provide for the peace, order and good government of its municipal district;
- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
- to improve the overall quality of life of people in the local community;
- to promote appropriate business and employment opportunities;
- to ensure that services and facilities provided by the Council are accessible and equitable;
- to ensure the equitable imposition of rates and charges; and
- to ensure transparency and accountability in Council decision making.

External Auditor - Auditor-General of Victoria

Internal Auditor - AFS and Associates

Bankers - National Australia Bank

Website address - [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au)

This financial report is a general purpose financial report that consists of an Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards,

other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Finance and Reporting) Regulations 2004.

### Note 1 : Significant accounting policies

#### (a) Basis of accounting

This financial report has been prepared on the accrual and going concern basis.

Except for certain asset classes which include infrastructure, land, building and artwork assets, this financial report has been prepared under the historical cost convention.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

All entities controlled by Council that have material assets or liabilities, such as Special Committees of Management, have been included in this financial report. All transactions between these entities and the Council have been eliminated in full. Details of entities not included in this financial report based on their materiality are detailed in the accompanying notes.

#### (b) Change in accounting policies

There have been no significant changes in accounting policy.

#### (c) Revenue recognition

##### *Rates, grants and contributions*

Rates, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates is obtained at the commencement of the rating year or, where earlier, upon receipt of the rates.



A provision for doubtful debts on rates has not been established as unpaid rates represents a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in the notes. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

#### *User fees and fines*

User fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for doubtful debts is recognised when collection in full is no longer probable.

#### *Sale of property, plant and equipment, infrastructure*

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

#### *Trade and other receivables*

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred.

#### *Interest and rents*

Interest and rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified or the payment is received, whichever first occurs.

### (d) Inventories

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential.

Other inventories are measured at the lower of cost and net realisable value.

### (e) Depreciation and amortisation of property, plant and equipment, and infrastructure

All non-current assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Land is not depreciated.

Road earthworks are not depreciated.

Artworks and Heritage Collections are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Major depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

	Period
Buildings	20-200
Furniture and Fittings	6-15 years
Recreation and Open Space	3-200 years
Plant and Equipment	2-25 years
Infrastructure	15-200

### (f) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

### (g) Borrowing costs

Bank loans are carried at the principal amount outstanding.

Bank Loans are subject to borrowing limits imposed by the State Government under Loan Council approval arrangements.

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings and finance lease charges.

Note 1 : Significant accounting policies (continued)

(h) Recognition and measurement of assets

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction and an appropriate share of directly attributable variable and fixed overheads.

Non-monetary assets received in the form of grants or donations are recognised as assets and revenue at their fair value at the date of receipt. Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

The following classes of assets have been recognised in note 21. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

	Threshold
Buildings	\$ 5,000
Furniture and Fittings	\$ 1,000
Recreation and Open Space	\$ 5,000
Plant and Equipment	\$ 1,000
Infrastructure	\$ 10,000

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment and furniture and fittings, are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arms length transaction. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation surplus except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation surplus for that class of asset in which

case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

In addition, Council undertakes a formal revaluation of land, buildings, artworks and infrastructure assets on a regular basis. The valuation is performed either by experienced council officers or independent experts.

The revaluation frequency of non-current assets is as follows:

	Frequency
Buildings	4 years
Land	4 years
Recreation and Open Space	4 years
Infrastructure	Yearly
Artworks & Heritage Collections	5 years

Revaluation includes reassessment of remaining useful lives and was undertaken to better reflect the consumption of future benefits embodied in these assets.

(i) Valuation of freehold and other controlled land (January 2008) was determined by V.C. Braybrook AAPI of V Braybrook & Associates Pty Ltd. Land is valued at market value, considering known defects with the land.

(ii) Non significant assets being Plant and Equipment and Furniture and Fittings are deemed to be valued at cost.

(iii) Valuation of buildings (January 2008) were determined by V.C Braybrook AAPI of V Braybrook & Associates Pty Ltd. The valuation has been compiled on the basis of current replacement cost less accumulated depreciation.

(iv) Valuation of Infrastructure comprising earthworks, substructures, seals, kerbs relating to roads, footpaths, bridges and roundabouts, drains and street furniture are revalued yearly by Council's Infrastructure Engineer, and are valued at written down current replacement cost.

The significant increase in the revaluation of assets is primarily due to changes in rates used to revalue infrastructure assets, in particular, the rates used for drainage assets had increased significantly resulting in the material revaluation of assets.

(v) The valuation of Artworks was performed by Simon Storey Valuers MAVAA and are valued at net realisable value at 30th June, 2011.

(vi) The valuation of Recreation & Open Space was performed by Council's Engineers and are valued at written down current replacement cost at 1st July 2007.

## (vii) Land under roads

Land under roads acquired after 30 June 2008 is brought to account using the fair value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

## (viii) Eureka Flag

Whilst Council has control over the Eureka Flag, it has not been included in the financial statements as uncertainty exists to the appropriateness of its carrying value. This is due to the unique nature of this asset and the absence of a market value.

## (i) Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

## (j) Investments

Investments, other than investments in associates, are measured at cost.

## (k) Accounting for investments in associates

Council's investment in associates is accounted for by the equity method as the Council has the ability to influence rather than control the operations of the entities. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entities. The Council's share of the financial result of the entities is recognised in the Comprehensive Income Statement.

## (l) Tender deposits

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited (refer to note 24).

## (m) Employee benefits

### *Wages and salaries*

Liabilities for wages and salaries and rostered days off are recognised and measured as the amount unpaid at balance date and include appropriate oncosts such as workers compensation and payroll costs.

### *Annual leave*

Annual leave entitlements are accrued on a pro rata basis in respect of services provided by employees up to balance date.

Annual leave expected to be paid within 12 months is measured at nominal value based on the amount, including appropriate oncosts, expected to be paid when settled.

Annual leave expected to be paid later than one year has been measured at the present value of the estimated future

cash outflows to be made for these accrued entitlements.

Commonwealth bond rates are used for discounting future cash flows.

### *Long service leave*

Long service leave entitlements payable are assessed at balance date having regard to expected employee remuneration rates on settlement, employment related oncosts and other factors including accumulated years of employment, on settlement, and experience of employee departure per year of service.

Long service leave expected to be paid within 12 months is measured at nominal value based on the amount expected to be paid when settled.

Long service leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements.

Commonwealth bond rates are used for discounting future cash flows.

### *Classification of employee benefits*

An employee benefit liability is classified as a current liability if Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the period. This would include all annual leave and unconditional long service leave entitlements.

### *Superannuation*

The superannuation expense for the reporting year is the amount of the statutory contribution the Council makes to the superannuation plan which provides benefits to its employees together with any movements (favourable/unfavourable) in the position of any defined benefits schemes. Details of these arrangements are recorded in the notes.

## (n) Leases

### *Operating leases*

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

## (o) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, being the Council's operational cycle, or if the Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

### Note 1 : Significant accounting policies (continued)

#### (p) Agreements equally proportionately unperformed

The Council does not recognise assets and liabilities arising from agreements that are equally proportionately unperformed in the balance sheet. Such agreements are recognised on an 'as incurred' basis.

#### (q) Web site costs

Costs in relation to websites are charged as an expense in the period in which they are incurred.

#### (r) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities which are disclosed as operating cash flows.

#### (s) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

#### (t) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

#### (u) Non-current assets held for sale

A non-current asset held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non current assets, disposal groups and related liabilities assets are treated as current and classified as held for sale if their carrying amount

will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

#### (v) Investment property

Investment property, comprising freehold office complexes, is held to generate long-term rental yields. Investment property is measured at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council.

#### (w) Financial guarantees

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. The liability is initially measured at fair value, and if there is material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

#### (x) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet.

Commitments are disclosed at their nominal value and inclusive of the GST payable.

Note 1 : Significant accounting policies (continued)

(y) Pending Accounting Standards

The following Australian Accounting Standards have been issued or amended and are applicable to the Council but are not yet effective. They have not been adopted in preparation of the financial statements at reporting date.

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning or ending on	Impact on Local Government financial statements
AASB 2009-5 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project. [AASB 5, 8, 101, 107, 117, 118, 136 & 139]	Some amendments will result in accounting changes for presentation, recognition or measurement purposes, while other amendments will relate to terminology and editorial changes.	Beginning 1 Jan 2010	Terminology and editorial changes. Impact minor.
AASB 2009-8 Amendments to Australian Accounting Standards – Group Cash-settled Share-based Payment Transactions. [AASB 2]	The amendments clarify the scope of AASB 2.	Beginning 1 Jan 2010	No impact. AASB 2 does not apply to Local Government; consequently this Standard does not apply.
AASB 2009-9 Amendments to Australian Accounting Standards – Additional Exemptions for First-time Adopters [AASB 1]	Applies to entities adopting Australian Accounting Standards for the first time, to ensure entities will not face undue cost or effort in the transition process in particular situations.	Beginning 1 Jan 2010	No impact .Relates only to first time adopters of Australian Accounting Standards.
AASB 2009-10 Amendments to Australian Accounting Standards – Classification of Rights Issues [AASB 132]	The Standard makes amendments to AASB 132, stating that rights issues must now be classed as equity rather than derivative liabilities.	Beginning 1 Feb 2010	No impact. Local Government do not issue rights, warrants and options, consequently the amendment does not impact on the statements.
AASB 9 Financial Instruments	This standard simplifies requirements for the classification and measurement of financial assets resulting from Phase 1 of the IASB’s project to replace IAS 39 <i>Financial Instruments: Recognition and Measurement</i> (AASB 139 <i>Financial Instruments: Recognition and Measurement</i> )	Beginning 1 Jan 2013	Detail of impact is still being assessed.
AASB 2009-11 Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Interpretations 10 & 12]	This gives effect to consequential changes arising from the issuance of AASB 9.	Beginning 1 Jan 2013	Detail of impact is still being assessed.

Note 1 : Significant accounting policies (continued)

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning or ending on	Impact on Local Government financial statements
AASB 2009-12 Amendments to Australian Accounting Standards [AASBs 5, 8, 108, 110, 112, 119, 133, 137, 139, 1023 & 1031 and Interpretations 2, 4, 16, 1039 & 1052]	This Standard amends AASB 8 to require an entity to exercise judgement in assessing whether a government, and entities know to be under the control of that government are considered a single customer for purposes of certain operating segment disclosures .This Standard also makes numerous editorial amendments to other AASs.	Beginning 1 Jan 2011	AASB 8 does not apply to Local Government therefore no impact expected. Otherwise, only editorial changes arising from amendments to other standards, no major impact. Impacts of editorial amendments are not expected to be significant.
AASB 2009-13 Amendments to Australian Accounting Standards arising from Interpretation 19. [AASB 1]	Consequential amendment to AASB 1 arising from publication of Interpretation 19	Beginning 1 Jul 2010	Local Governments do not extinguish financial liabilities with equity instruments, therefore requirements of Interpretation 17 and related amendments have no impact
AASB 2009-14 Amendments to Australian Interpretation - Prepayments of a Minimum Funding Requirement [AASB Interpretation 14]	Amendment to interpretation 14 arising from the issuance of Prepayments of a Minimum Funding Requirement	Beginning 1 Jan 2011	Expected to have no significant impact

	2011	2010
	\$'000	\$'000
<b>Note 2 : Rates and charges</b>		
General Rates	59,091	55,242
Special Rates	1,679	1,470
Interest on Rates	294	264
Abandonments	(9)	(5)
<b>Total rates and charges</b>	<b>61,055</b>	<b>56,971</b>

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the City of Ballarat. The valuation base used to calculate general rates for 2010/2011 was \$12,564 million (2009-2010 \$11,871 million).

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2010 and the valuation will be first applied in the rating year commencing 1 July 2010.

### Note 3 : Statutory fees and fines

Dog and Cat Registrations and Fines	579	570
Health Licences and Fees	457	413
Land information certificates	83	83
Legal Expenses Recovered	211	240
Local Law Permits	132	96
Parking Fees, Fines and Charges	3,253	2,852
Town Planning Fees and Certificates	872	445
Aged Services Fees	2,376	2,445
Aquatic Centre	3,737	3,512
Art Galleries	222	395
Begonia Festival	83	52
Building and Scaffolding Fees	618	809
Child Care Centres and Kindergartens	1,075	943
Environmental Levy	6,526	5,633
Eureka Centre	125	419
Family Day Care	111	116
Livestock Selling Fees and Charges	-	954
Meals on Wheels	737	791
Other	729	1,151
Performing Arts Centres	773	643
Private Works	62	96
Property Rentals	805	787
Robert Clark Centre	122	107
Sale of Valuations	240	41
Subdivision Supervision & Certification Fees	509	393
Landfill Operations	3,371	2,727
Training Incentives	34	50
Transfer Station	386	329
<b>Total fees, charges and fines</b>	<b>28,228</b>	<b>27,092</b>

	2011	2010
Note 4 : Net gain on disposal of property, infrastructure, plant and equipment	\$'000	\$'000
<b>(a) Land and Buildings</b>		
Proceeds from Sales	156	451
Less: Cost of Land and Carrying Amount of Buildings Sold	(75)	(273)
<b>Profit on Sales</b>	<b>81</b>	<b>178</b>
<b>(b) Sales of Plant and Equipment</b>		
Proceeds from Sales	168	597
Less: Carrying Amount of Plant & Equipment Sold	(90)	(493)
<b>Profit on Sales</b>	<b>78</b>	<b>104</b>
<b>Total Sale of Assets</b>	<b>159</b>	<b>282</b>

### Note 5 : Grants

Grants were received in respect of the following :

#### Summary of grants

Recurrent	22,239	20,253
Non-recurrent	8,471	9,020
<b>Total</b>	<b>30,710</b>	<b>29,273</b>

#### Recurrent

Aged and Disabled	361	337
Art Gallery, Theatres and Community Arts	337	412
Family and Children's Services	3,112	3,086
General Revenue Grant	10,568	9,897
Healthy Community	712	299
Home Care	4,093	3,953
Immunisations	129	121
Maternal and Child Health	528	539
BMI Redevelopment	-	1,050
Other	166	36
Parks & Environment	654	225
Regional Development and Social Planning	1,386	148
School Crossing Supervision	193	150
<b>Total recurrent</b>	<b>22,239</b>	<b>20,253</b>

#### Non-recurrent

Buildings	4,346	2,434
Plant & Equipment	-	60
Other Structures	1,205	1,718
Roads	2,920	4,808
<b>Total non-recurrent</b>	<b>8,471</b>	<b>9,020</b>

#### Conditions on grants

Grants recognised as revenue during the year that they were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

Buildings	178	42
Community Projects	34	-
Other Structures	460	1,659
<b>Total</b>	<b>672</b>	<b>1,701</b>



	2011	2010
	\$'000	\$'000
<b>Note 5 : Grants (continued)</b>		
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
Aged & Disabled	-	41
Buildings	42	623
Community Projects	-	237
Family & Children's services	-	89
Home Care	-	59
Other Structures	1,659	1,558
Parks & Environment	-	263
Regional Development Programs	-	10
<b>Total</b>	<b>1,701</b>	<b>2,880</b>

**Note 6 : Contributions**

**(a) Cash**

Infrastructure	310	212
Tourism Development & Economic Development	212	233
Insurance Recoveries	236	292
Recreational, leisure and community facilities	14	40
Youth Services	16	64
Parks, open space and streetscapes	67	18
Art Gallery	86	48
Community Services	51	55
Land and Subdivision Contributions	286	428
Other	168	118
<b>Total</b>	<b>1,446</b>	<b>1,508</b>

**(b) Non-monetary assets**

Land under roads	628	209
Roads	6,993	5,170
Drainage	2,519	5,203
Parks, open space and streetscapes	317	2,124
Artworks	343	502
<b>Total</b>	<b>10,800</b>	<b>13,208</b>

<b>Total contributions</b>	<b>12,246</b>	<b>14,716</b>
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**Note 7 : Reimbursements**

Road maintenance/works	-	73
Other	327	44
<b>Total</b>	<b>327</b>	<b>117</b>

**Note 8 : Interest Income**

Interest on investments	2,446	1,909
<b>Total interest income</b>	<b>2,446</b>	<b>1,909</b>

	2011	2010
	\$'000	\$'000
<b>Note 9 : Employee benefits</b>		
Wages and salaries	33,538	31,291
Workcover	1,024	845
Superannuation	5,143	3,020
Annual leave and long service leave	4,093	3,816
Other overheads and related costs	608	587
<b>Total employee benefits</b>	<b>44,406</b>	<b>39,559</b>

**Note 10 : Materials and services**

Contract payments	33,521	30,371
Plant and equipment maintenance	2,465	2,128
Utilities	2,552	2,582
<b>Total materials and services</b>	<b>38,538</b>	<b>35,081</b>

**Note 11 : Bad and doubtful debts**

Parking fine debtors	233	173
Local Laws debtors	13	63
Other debtors	75	4
<b>Total bad and doubtful debts</b>	<b>321</b>	<b>240</b>

**Note 12 : Depreciation and amortisation**

Landfill improvements	25	25
Buildings	1,877	1,927
Plant and equipment	2,553	2,682
Fixtures, fittings and furniture	45	60
Infrastructure	21,066	18,077
Recreation and open space	1,372	1,405
<b>Total depreciation and amortisation</b>	<b>26,938</b>	<b>24,176</b>

**Note 13 : Finance costs**

Interest - borrowings	711	774
<b>Total</b>	<b>711</b>	<b>774</b>

**Note 14 : Other expenses**

Operating lease rentals	713	1,050
Insurances	1,132	1,036
Regional Library Contribution	1,624	1,384
Other	244	469
Election expenses	3	6
Public relations	512	783
Councillors' allowances	255	248
Auditors remuneration - external audit	69	68
Legal expenses	333	288
Licenses/permits	267	165
<b>Total other expenses</b>	<b>5,152</b>	<b>5,497</b>

	2011	2010
	\$'000	\$'000
<b>Note 15 : Investment in associates</b>		
<i>Central Highlands Regional Library Corporation</i>		
Ownership Interest	44.20%	44.25%
<i>Council's share of accumulated surplus (deficit)</i>		
Council's share of accumulated surplus (deficit) at start of year	1,202	1,219
Reported surplus (deficit) for year	39	(17)
<b>Council's share of accumulated surplus (deficit) at end of year</b>	<b>1,241</b>	<b>1,202</b>
<i>Council's share of reserves</i>		
Council's share of reserves at start of year	714	714
<b>Council's share of reserves at end of year</b>	<b>714</b>	<b>714</b>
<i>Movement in carrying value of specific investment</i>		
Carrying value of investment at start of year	1,916	1,933
Share of surplus (deficit) for year	39	(17)
<b>Carrying value of investment at end of year</b>	<b>1,955</b>	<b>1,916</b>
<i>Council's share of expenditure commitments</i>		
Operating expenditure commitments	48	125
Operating lease commitments	-	98
	<b>48</b>	<b>223</b>

**Note 16 : Cash and cash equivalents**

Cash at bank and on hand	715	1,465
Investments held to maturity	43,142	37,028
Deposits at Call	107	2,252
<b>Total cash and cash equivalents</b>	<b>43,964</b>	<b>40,745</b>

**Note 17 : Trade and other receivables**

*Current*

Rates debtors	1,658	1,319
Parking infringement debtors	1,075	853
Provision for doubtful debts - parking infringements	(509)	(360)
Loans and advances	1	1
Other debtors	5,654	3,699
Provision for doubtful debts - other debtors	(171)	(148)
Net GST receivable	1,051	1,223
<b>Total</b>	<b>8,759</b>	<b>6,587</b>

*Non-current*

Loans and advances to community organisations	54	24
<b>Total</b>	<b>54</b>	<b>24</b>
<b>Total trade and other receivables</b>	<b>8,813</b>	<b>6,611</b>

	2011	2010
	\$'000	\$'000
<b>Note 18 : Inventories</b>		
Inventories held for distribution	202	235
Inventories held for sale	191	211
<b>Total inventories</b>	<b>393</b>	<b>446</b>

**Note 19 : Assets held for sale**

Cost of acquisition	-	41
<b>Total</b>	<b>-</b>	<b>41</b>

**Note 20 : Other assets**
*Current*

Prepayments	515	847
Accrued income	462	196
<b>Total</b>	<b>977</b>	<b>1,043</b>

**Note 21 : Property, infrastructure, plant and equipment**
*Land*

at cost	4,733	4,418
at fair value	290,169	290,203
	<b>294,902</b>	<b>294,621</b>

*Land under roads*

at fair value	1,107	479
	<b>1,107</b>	<b>479</b>

*Land improvements*

at fair value	1,220	1,220
Less accumulated depreciation	(125)	(99)
	<b>1,095</b>	<b>1,121</b>

*Buildings*

at fair value	66,074	66,850
at cost	15,977	7,309
Less accumulated depreciation	(7,410)	(5,577)
	<b>74,641</b>	<b>68,582</b>

*Recreation and Open Space*

at fair value	37,139	37,139
at cost	16,508	12,599
Less accumulated depreciation	(5,265)	(3,894)
	<b>48,382</b>	<b>45,844</b>

*Plant and Equipment*

at cost	19,945	19,388
Less accumulated depreciation	(12,414)	(11,319)
	<b>7,531</b>	<b>8,069</b>

*Furniture and Fittings*

at cost	1,390	1,399
Less accumulated depreciation	(1,230)	(1,189)
	<b>160</b>	<b>210</b>

*Artwork & Heritage Collections*

at fair value	109,399	66,805
	<b>109,399</b>	<b>66,805</b>

	2011	2010
	\$'000	\$'000
<b>Note 21 : Property, infrastructure, plant and equipment (continued)</b>		
<i>Transport Infrastructure - at valuation 1 July 2010</i>		
Road Pavements		330,081
Surfaces		24,406
Bridges and Major Culverts		47,215
Ancillary Transport Assets		15,278
Kerb and Channel		44,958
Pathways		18,765
<i>Transport Infrastructure - at valuation 1 July 2011</i>		
Road Pavements	443,471	
Surfaces	33,095	
Bridges and Major Culverts	46,001	
Ancillary Transport Assets	20,050	
Kerb and Channel	117,921	
Pathways	36,190	
<i>Transport Infrastructure - at cost</i>	20,886	20,327
Less accumulated depreciation	(15,116)	(15,517)
	<b>702,498</b>	<b>485,513</b>
<i>Other Infrastructure - at valuation 1 July 2010</i>		
Box Culverts		3,653
Pipes		47,828
Pits		20,492
Channels		27,538
Flood Control & Water Quality		727
Outdoor Structures and Facilities		14,606
<i>Other Infrastructure - at valuation 1 July 2011</i>		
Box Culverts	4,139	
Pipes	153,452	
Pits	19,870	
Channels	13,667	
Flood Control & Water Quality	772	
Outdoor Structures and Facilities	13,404	
<i>Other Infrastructure - at cost</i>	3,995	6,988
Less accumulated depreciation	(5,948)	(2,561)
	<b>203,351</b>	<b>119,271</b>
<b>Total Infrastructure</b>	<b>905,849</b>	<b>604,784</b>
<i>Works in progress</i>		
Recreation & Business undertakings	11,800	6,701
Buildings	4,938	7,110
Infrastructure	1,294	1,724
Plant & Equipment	266	620
Land	2	0
<b>Total Works in progress</b>	<b>18,300</b>	<b>16,155</b>
<b>Total property, infrastructure, plant and equipment</b>	<b>1,461,366</b>	<b>1,106,670</b>

## Note 21 : Property, infrastructure, plant and equipment (cont)

	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements) (note 27)	Recognition of Assets	Depreciation and amortisation (note 12)	Written down value of disposals	Transfers	Balance at end of financial year
2011	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
land	294,621	317	-	-	-	(75)	39	294,902
land under roads	479	628	-	-	-	-	-	1,107
land improvements	1,121	-	-	-	(25)	-	(1)	1,095
buildings	68,582	8,591	-	-	(1,878)	-	(654)	74,641
recreation and open space	45,844	3,909	-	-	(1,372)	-	1	48,382
plant, machinery and equipment	8,069	2,147	-	-	(2,553)	(90)	(42)	7,531
fixtures, fittings and furniture	210	11	-	-	(45)	-	(16)	160
artwork and heritage collections	66,805	389	42,205	-	-	-	-	109,399
infrastructure	604,784	24,881	212,031	84,546	(21,066)	-	673	905,849
Works in progress	16,155	2,145	-	-	-	-	-	18,300
<b>Total</b>	<b>1,106,670</b>	<b>43,018</b>	<b>254,236</b>	<b>84,546</b>	<b>(26,939)</b>	<b>(165)</b>	<b>-</b>	<b>1,461,366</b>

	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements) (note 27)	Recognition of Assets	Depreciation and amortisation (note 12)	Written down value of disposals	Transfers	Balance at end of financial year
2010	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
land	292,547	2,059	-	-	-	-	15	294,621
land under roads	271	208	-	-	-	-	-	479
land improvements	1,146	-	-	-	(25)	-	-	1,121
buildings	65,243	3,820	-	-	(1,863)	-	1,382	68,582
recreation and open space	42,650	4,112	-	-	(1,405)	-	487	45,844
plant, machinery and equipment	8,683	2,560	-	-	(2,682)	(492)	-	8,069
fixtures, fittings and furniture	233	37	-	-	(60)	-	-	210
artwork and heritage collections	66,292	513	-	-	-	-	-	66,805
infrastructure	518,126	26,659	77,420	-	(18,077)	-	656	604,784
Works in progress	6,215	12,480	-	-	-	-	(2,540)	16,155
<b>Total</b>	<b>1,001,406</b>	<b>52,448</b>	<b>77,420</b>	<b>-</b>	<b>(24,112)</b>	<b>(492)</b>	<b>-</b>	<b>1,106,670</b>

	2011	2010
	\$'000	\$'000
<b>Note 22 : Investment property</b>		
Investment Property at Cost	5,381	5,381
Accumulated Depreciation	(459)	(397)
<b>Balance at end of financial year</b>	<b>4,922</b>	<b>4,984</b>

**Note 23 : Trade and other payables**

Trade payables	8,018	6,012
Income received in advance	-	116
Accrued loan expense	2	6
<b>Total trade and other payables</b>	<b>8,020</b>	<b>6,134</b>

**Note 24 : Trust funds and deposits**

Trust - Majestix Bookings	121	113
Trust - Resiting Of Houses	86	61
Trust - Ballarat Telecommunity Fund	-	28
Trust - Contract Retentions & Securities	147	16
Trust - Subdivision Holding Fees	1,120	1,132
Trust - Botanic Gardens Community Fund	82	78
Trust - Lake Blitz	-	52
Other - Deposits & Trusts	614	388
<b>Total trust funds and deposits</b>	<b>2,170</b>	<b>1,868</b>

**Note 25 (a) : Provisions**
*Employee benefits*
*Current*

Annual leave	4,071	3,772
Long service leave	4,648	4,305
Accrued Wages and Salaries	665	519
	<b>9,384</b>	<b>8,596</b>

*Non-current*

Long service leave	1,049	912
	<b>1,049</b>	<b>912</b>

*Aggregate carrying amount of employee benefits:*

<i>Current</i>	9,384	8,596
<i>Non-current</i>	1,049	912
	<b>10,433</b>	<b>9,508</b>

*The following assumptions were adopted in measuring the present value of employee benefits:*

Weighted average increase in employee costs	5.02%	4.00%
Weighted average discount rates	4.53%	5.52%

**Note 25 (b) : All annual leave and the long service leave entitlements representing 7 or more years of continuous service**

- Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value	4,154	3,848
- Other long-term employee benefits that do not fall due within 12 months after the end of the period measured at present value	5,230	4,748
	<b>9,384</b>	<b>8,596</b>

	2011	2010
Note 25 (c) : Land fill restoration	\$'000	\$'000
<b>Provision for Landfill Improvements</b>	<b>1,220</b>	<b>1,220</b>

#### Note 26 : Interest-bearing loans and borrowings

##### Current

Borrowings - secured	3,387	2,998
	<b>3,387</b>	<b>2,998</b>

##### Non-current

Borrowings - secured	7,807	9,197
	<b>7,807</b>	<b>9,197</b>
<b>Total</b>	<b>11,194</b>	<b>12,195</b>

The maturity profile for Council's borrowings is:

Not later than one year	3,387	2,998
Later than one year and not later than five years	6,410	8,454
Later than five years	1,397	743
<b>Total</b>	<b>11,194</b>	<b>12,195</b>

#### Note 27 : Reserves

	Balance at beginning of reporting period	Transfer to revaluation surplus	Transfer from revaluation surplus	Balance at end of reporting period
(a) Asset Revaluation Reserve	\$'000	\$'000	\$'000	\$'000
<b>2011</b>				
Artwork and Heritage Collections	34,671	42,205	-	76,876
Buildings	17,380	-	-	17,380
Land	261,588	-	-	261,588
Recreation and Open Space	16,488	-	-	16,488
Plant and Equipment	1,937	-	-	1,937
Infrastructure	171,584	212,031	-	383,615
	<b>503,648</b>	<b>254,236</b>	<b>-</b>	<b>757,884</b>
<b>2010</b>				
Artwork and Heritage Collections	34,671	-	-	34,671
Buildings	17,380	-	-	17,380
Land	261,588	-	-	261,588
Recreation and Open Space	16,488	-	-	16,488
Plant and Equipment	1,937	-	-	1,937
Infrastructure	94,164	77,420	-	171,584
	<b>426,228</b>	<b>77,420</b>	<b>-</b>	<b>503,648</b>



## Note 27 : Reserves (continued)

	Balance at beginning of reporting period	Transfer to revaluation surplus	Transfer from revaluation surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
<i>(b) Other reserves</i>				
<b>2011</b>				
Balhausen Organ	17	-	-	17
Subdivider's Contributions	869	82	-	951
<b>Total</b>	<b>886</b>	<b>82</b>	<b>-</b>	<b>968</b>
<b>2010</b>				
Balhausen Organ	18		(1)	17
Subdivider's Contributions	790	79	-	869
Prime Ministers' Avenue - Capital	9		(9)	-
Ballarat Livestock Selling Centre	1,498		(1,498)	-
<b>Total</b>	<b>2,315</b>	<b>79</b>	<b>(1,508)</b>	<b>886</b>

<b>2011</b>	<b>2010</b>
<b>\$'000</b>	<b>\$'000</b>

## Note 28 : Impairment losses on assets

<b>Addington-Creswick Rd Bridge</b>	<b>(104)</b>	<b>-</b>
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Impairment losses arose to the Addington-Creswick bridge due to damages that occurred in the January 2011 floods.

## Note 29 : Reconciliation of cash flows from operating activities to surplus (deficit)

<i>Comprehensive result</i>	273,276	102,436
Depreciation/amortisation	26,938	24,176
(Profit)/loss on property, infrastructure, plant and equipment	(159)	(282)
Fair value adjustments for property	(254,236)	(77,420)
Contributions - Non-monetary assets	(10,800)	(12,706)
Impairment losses on assets	104	-
Other	(39)	17

*Change in assets and liabilities:*

(Increase)/decrease in trade and other receivables	(1,647)	637
Decrease in prepayments	332	(397)
(Decrease)/increase in payables	1,759	(2,253)
Increase/(decrease) in accrued income	(270)	(86)
Interest and other costs of finance	715	775
(Decrease)/increase in other liabilities	-	(525)
(Increase)/decrease in inventories	53	(61)
Decrease (Increase) in rate debtors	(339)	128
Increase/(decrease) in provisions	925	(62)
<b>Net cash provided by/(used in) operating activities</b>	<b>36,612</b>	<b>34,377</b>

## Note 30 : Financing arrangements

Bank overdraft	1,000	1,000
Leasing facilities	227	590
Used facilities	227	590
<b>Unused facilities</b>	<b>1,000</b>	<b>1,000</b>

**Note 31 : Restricted assets**

Council has cash and cash equivalents (note 16) that are subject to restrictions. As at the reporting date, Council had legislative restrictions in relation to employee entitlements (Long Service Leave) and reserve funds (Recreational Lands Reserves).

Long service leave (note 25)	4,549	4,294
Developer - Open space contributions (note 27)	951	869
Majestix	121	113
<b>Total restricted assets</b>	<b>5,621</b>	<b>5,276</b>

\*Restricted asset for long service leave is based on the Local Government (Long Service Leave) Regulations 2002 and does not necessarily equate to the long service leave liability disclosed in note 25 due to a different basis of calculation prescribed by the regulation.

**Note 32 : Superannuation**

The City of Ballarat makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). Obligations for contributions are recognised as an expense in profit or loss when they are due. The Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

**Vision Accumulation Plan**

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Council contributions are normally based on a fixed percentage of employee earnings (9% required under Superannuation Guarantee Legislation). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

**Vision Defined Benefit Plan**

The Fund's Defined Benefit Plan is a multi-employer sponsored plan. As the Plan's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to reliably allocate benefit liabilities, assets and costs between employers. As provided under Paragraph 32 (b) of AASB 119, Council does not use defined benefit accounting for these contributions.

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2008, Council makes the following contributions:

- 9.25% of members' salaries (same as previous year);
- the difference between resignation and retrenchment benefits paid to any retrenched employees, plus contribution tax (same as previous year);

The Fund surplus or deficit (ie the difference between fund assets and liabilities) is calculated differently for funding purposes (ie calculating required contributions) and for the calculation of accrued benefits as required in AAS 25 to provide the values needed for the AASB 119 disclosure in Council's financial statements. AAS 25 requires that the present value of the defined benefit liability to be calculated based on benefits that have accrued in respect of membership of the plan up to the measurement date, with no allowance for future benefits that may accrue.

Following an actuarial review conducted by the Trustee in late 2010, as at 31 December 2008, a funding shortfall of \$71 million for the Fund was determined. A call to Employers for additional contributions was made for the financial year 30 June 2011 with commitment from employers from 1 July 2011. A further actuarial review will be undertaken as at 31 December 2011 by mid 2012. Based on the result of this review, a detailed funding plan will be developed and implemented to achieve the target of full funding by 31 December 2013. The Council will be notified of any additional required contributions by late 2012.

**Note 32 : Superannuation (continued)**

*Accounting Standard Disclosure*

The Fund's liability for accrued benefits was determined by the Actuary at 31 December 2008 pursuant to the requirements of Australian

Accounting Standard AAS25 follows:

	<b>31-Dec-08</b>
	<b>\$'000</b>
Net Market Value of Assets	3,630,432
Accrued Benefits (per accounting standards)	3,616,422
<b>Difference between Assets and Accrued Benefits</b>	<b>14,010</b>
<b>Vested Benefits</b>	<b>3,561,588</b>

The financial assumptions used to calculate the Accrued Benefits for the defined benefit category of the Fund were:

Net Investment Return	8.50% p.a.
Salary Inflation	4.25% p.a.
Price Inflation	2.75% p.a.

<i>Fund</i>	<b>2011</b>	<b>2010</b>
<i>Defined benefits fund</i>	<b>\$'000</b>	<b>\$'000</b>
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	769	1,088
	<b>769</b>	<b>1,088</b>

Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date	302	-
	<b>302</b>	<b>-</b>

*Accumulation funds*

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,385	2,975
	<b>3,385</b>	<b>2,975</b>
Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date	369	-
	<b>369</b>	<b>-</b>

*Contingent Liability*

Due to fluctuations in the value of assets underlying the fund and movements in the liabilities of the fund Council may be required to make an additional contribution to the fund. At this point in time the amount, and the likelihood of payment is not certain. Further detail of this matter is disclosed at note 35 - Contingencies

Note 33 : Capital Commitments

Council has entered into the following commitments

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2011	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Capital</i>					
Buildings	2,962	-	-	-	2,962
Infrastructure	2,105	1,827	-	-	3,932
<b>Total</b>	<b>5,067</b>	<b>1,827</b>	<b>-</b>	<b>-</b>	<b>6,894</b>

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2010	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Capital</i>					
Buildings	1,730	-	-	-	1,730
Infrastructure	3,399	1,827	1,827	-	7,053
<b>Total</b>	<b>5,129</b>	<b>1,827</b>	<b>1,827</b>	<b>-</b>	<b>8,783</b>

2011	2010
\$'000	\$'000

Note 34 : Operating leases

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	395	1,498
Later than one year and not later than five years	442	837
Later than five years	1	1
	<b>838</b>	<b>2,336</b>

(b) Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable

Not later than one year	293	194
Later than one year and not later than five years	211	323
Later than five years	168	155
	<b>672</b>	<b>672</b>

	2011	2010
	\$'000	\$'000

**Note 35 : Contingent liabilities and contingent assets**

*(a) Contingent liabilities*

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors.

As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund. As a result of the increased volatility in financial markets the likelihood of making such contributions in future periods has increased. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

*(b) Guarantees for loans to other*

	400	400
--	-----	-----

On 22 July 1996, Council entered into a Guarantee with the Australian and New Zealand Banking Group Limited and Basketball Stadiums Victoria Co-Operative Limited for a bank loan to finance Ballarat Netball Stadium ( Arch Sports Centre). The Guarantee is limited to the current level of borrowings of \$400,000 and cannot be exercised for any further borrowings without Council's written consent. A contingent liability therefore exists for this amount.

*(c) Contingent assets*

In accordance with AASB 137, Council is required to recognise an asset for which it is probable that a future economic benefit will eventuate and the amount of this asset can be reliably measured. At balance date there are no estimates available for developer contributions of infrastructure assets to be received in respect of subdivisions currently under development. As a guide Council has recognised over the past two years developer contributions between \$10.8 million (10-11) and \$12.7 million (09-10).

Note 36 (a) : Financial Instruments - Accounting Policy, terms and conditions

Recognised financial instruments	Note	Accounting Policy	Terms and Conditions
<i>Financial assets</i>			
Cash and cash equivalents	16	<p>Cash on hand and at bank and money market call account are valued at face value.</p> <p>Interest is recognised as it accrues. Investments and bills are valued at cost. Investments are held to maximise interest returns of surplus cash. Interest revenues are recognised as they accrue.</p>	<p>On call deposits returned a floating interest rate of 4.65% (4% in 2009/2010). The interest rate at balance date was 4.65% (4% in 2009/2010).</p> <p>Funds returned fixed interest rate of between 4.27% (3.00% in 2009/2010), and 6.19% (5.72% in 2009/2010) net of fees.</p>
Loans and Advances		<p>Loans to property owners from Council's Restoration Fund. These loans are a charge attached to the rateable land as a result of executed loan agreements. The net fair value of these receivables at the reporting date for both the current and prior year is equal to the carrying amount.</p>	<p>Interest charges on these loans range between 0 &amp; 3% (0-3% in 2009/2010).</p>
Other debtors	17	<p>Receivables are carried at amortised cost using the effective interest method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred. Collectability of overdue accounts is assessed on an ongoing basis.</p>	<p>General debtors are unsecured and interest free. Credit terms are based on 7 to 30 days.</p>
<i>Financial liabilities</i>			
Trade and other payables	23	<p>Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.</p>	<p>General creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.</p>
Interest-bearing loans and borrowings	26	<p>Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.</p>	<p>Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 6.77% (6.64% in 2009/2010).</p>
Bank overdraft	26	<p>Overdrafts are recognised at the principal amount. Interest is charged as an expense as it accrues.</p>	<p>The overdraft is subject to annual review. It is secured by a mortgage over Council's general rates and is repayable on demand. The interest rate as at balance date was 10.76% (10.33% in 2009/2010).</p>

**Note 36 (b) : Financial instruments - Interest Rate Risk**

The exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

2011	Floating interest rate \$'000	Fixed interest maturing in:			Non-interest bearing \$'000	Total \$'000
		1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000		
<i>Financial assets</i>						
Cash and cash equivalents	43,964	-	-	-	-	43,964
Trade and other receivables	-	1	54	-	8,758	8,813
Accrued Income	462	-	-	-	-	462
<b>Total financial assets</b>	<b>44,426</b>	<b>1</b>	<b>54</b>	<b>-</b>	<b>8,758</b>	<b>53,239</b>
<i>Financial liabilities</i>						
Trade and other payables	-	-	-	-	8,020	8,020
Trust funds and deposits	-	-	-	-	2,170	2,170
Interest-bearing loans and borrowings	-	3,387	6,410	1,397	-	11,194
<b>Total financial liabilities</b>	<b>-</b>	<b>3,387</b>	<b>6,410</b>	<b>1,397</b>	<b>10,190</b>	<b>21,384</b>
<b>Net financial assets (liabilities)</b>	<b>44,426</b>	<b>(3,386)</b>	<b>(6,356)</b>	<b>(1,397)</b>	<b>(1,432)</b>	<b>31,855</b>

2010	Floating interest rate \$'000	Fixed interest maturing in:			Non-interest bearing \$'000	Total \$'000
		1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000		
<i>Financial assets</i>						
Cash and cash equivalents	40,745	-	-	-	-	40,745
Trade and other receivables	-	1	24	-	4,414	4,439
Accrued Income	196	-	-	-	-	196
<b>Total financial assets</b>	<b>40,941</b>	<b>1</b>	<b>24</b>	<b>-</b>	<b>4,414</b>	<b>45,380</b>
<i>Financial liabilities</i>						
Trade and other payables	-	-	-	-	6,134	6,134
Trust funds and deposits	-	-	-	-	1,868	1,868
Interest-bearing loans and borrowings	-	2,998	8,454	743	-	12,195
<b>Total financial liabilities</b>	<b>-</b>	<b>2,998</b>	<b>8,454</b>	<b>743</b>	<b>8,002</b>	<b>20,197</b>
<b>Net financial assets (liabilities)</b>	<b>40,941</b>	<b>(2,997)</b>	<b>(8,430)</b>	<b>(743)</b>	<b>(3,588)</b>	<b>25,183</b>

**Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

Our loan borrowings are sourced from major Australian banks by a tender process. Overdrafts are arranged with major Australian banks. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989.

We manage interest rate risk by:

- conformity with State and Federal regulations and standards
- capital protection and appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

Note 36 (c) : Financial Instruments - Net Fair Values

The aggregate net fair values of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

Financial Instruments	Total carrying amount		Aggregate net	
	as per Balance Sheet		fair value	
	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000
<i>Financial assets</i>				
Cash and cash equivalents	43,964	40,745	43,964	40,745
Trade and other receivables	6,589	4,439	6,589	4,439
Accrued Income	462	196	462	196
<b>Total financial assets</b>	<b>51,015</b>	<b>45,380</b>	<b>51,015</b>	<b>45,380</b>
<i>Financial liabilities</i>				
Trade and other payables	8,020	6,134	8,020	6,134
Trust funds and deposits	2,170	1,868	2,170	1,868
Interest-bearing loans and borrowings	11,194	12,195	9,963	16,840
<b>Total financial liabilities</b>	<b>21,384</b>	<b>20,197</b>	<b>20,153</b>	<b>24,842</b>

Note 36 (d) : Financial Instruments - Credit Risk

*Ageing of Investments and Receivables at reporting date*

	2011	2010
	\$'000	\$'000
Current (not yet due)	47,965	40,324
Past due by up to 30 days	1,293	418
Past due between 31 and 180 days	1,921	1,289
Past due between 181 and 365 days	442	132
Past due by more than 1 year	280	253
<b>Total Trade &amp; Other Receivables</b>	<b>51,901</b>	<b>42,416</b>

*Movement in Provisions for Doubtful Debts*

	2011	2010
	\$'000	\$'000
Balance at the beginning of the year	(508)	(272)
New Provisions recognised during the year	(389)	(397)
Amounts already provided for and written off as uncollectible	107	108
Amounts provided for but recovered during the year	110	53
<b>Balance at end of year</b>	<b>(680)</b>	<b>(508)</b>



**Note 36 (d) : Financial Instruments - Credit Risk (continued)**

*Credit Risk*

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- We have a policy for establishing credit limits for the entities we deal with;
- We may require collateral where appropriate; and
- We only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Balance Sheet.

Trade and other receivables consist of a large number of customers spread across the consumer, business and government sectors. However, credit risk associated with the Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. Ongoing credit evaluation is performed on the financial condition of customers and, where appropriate, an allowance for doubtful debts is raised.

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 35.

*Ageing of individually impaired Trade and Other Receivables*

At balance date, other debtors representing financial assets with a nominal value of \$87,105 (2010 \$30,583) were impaired. The amount of the provision raised against these debtors was \$87,105 (2010: \$30,583). The individually impaired debtors relate to general and sundry debtor and have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of Trade and Other Receivables that have been individually determined as impaired at reporting date was:

	2011 \$'000	2010 \$'000
Current (not yet due)	5	1
Past due by up to 30 days	1	3
Past due between 31 and 180 days	8	7
Past due between 181 and 365 days	17	17
Past due by more than 1 year	56	3
<b>Total Trade &amp; Other Receivables</b>	<b>87</b>	<b>31</b>

Note 36 (e) : Financial Instruments - Liquidity Risk

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

2011	0-12 months	1-2 years	2-5 years	>5 years	Contracted	Carrying
	\$'000	\$'000	\$'000	\$'000	Cash Flow \$'000	Amount \$'000
Trade and other payables	13,602	2,269	-	-	15,871	15,871
Trust funds and deposits	2,170	-	-	-	2,170	2,170
Interest-bearing loans and borrowings	4,044	3,275	4,178	1,538	13,035	11,194
Other financial Liabilities	4,154	5,230	-	1,220	10,604	10,604
<b>Total financial liabilities</b>	<b>23,970</b>	<b>10,774</b>	<b>4,178</b>	<b>2,758</b>	<b>41,680</b>	<b>39,839</b>

2010	0-12 months	1-2 years	2-5 years	>5 years	Contracted	Carrying
	\$'000	\$'000	\$'000	\$'000	Cash Flow \$'000	Amount \$'000
Trade and other payables	12,761	4,491	6	-	17,258	17,258
Trust funds and deposits	1,868	-	-	-	1,868	1,868
Interest-bearing loans and borrowings	3,720	3,716	5,862	830	14,128	12,195
Other financial Liabilities	3,848	4,748	-	1,220	9,816	9,816
<b>Total financial liabilities</b>	<b>22,197</b>	<b>12,955</b>	<b>5,868</b>	<b>2,050</b>	<b>43,070</b>	<b>41,137</b>

Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover a financial assets at all.

To help reduce these risks we:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Note 36 (f) : Financial Instruments - Market Risk Exposure

Interest rate risk					
-2 %					
+1%					
-200 basis points					
+100 basis points					
2011	Subject to risk \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
<i>Financial assets:</i>					
Cash and cash equivalents	43,964	(879)	(879)	440	440
<i>Financial liabilities:</i>					
Interest-bearing loans & borrowings	11,194	0	0	0	0

Interest rate risk					
-2 %					
+1%					
-200 basis points					
+100 basis points					
2010	Subject to risk \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
<i>Financial assets:</i>					
Cash and cash equivalents	40,745	(815)	(815)	407	407
<i>Financial liabilities:</i>					
Interest-bearing loans & borrowings	12,195	0	0	0	0

*Market risk*

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. The interest rate risk for borrowings is zero in the above tables as long term financial liabilities are held to maturity, and are fixed interest liabilities.

*Sensitivity disclosure analysis*

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are sourced from Reserve Bank of Australia):

- A parallel shift of + 1% and -2% in market interest rates (AUD) from year-end rates of 4.4%.

The table above discloses the impact on net operating result and equity for each category of financial instruments held by the Council at year-end, if the above movements were to occur.

**Note 36 (g) : Financial Instruments - Fair Value Hierarchy**

The table below analyses financial instruments carried at fair value by valuation method.

The different levels have been defined as follows:

- Level 1                quoted prices (unadjusted) in active markets for identical assets or liabilities
  
- Level 2                inputs other than quoted prices included within level one that are observable for the asset or liability, either directly (ie prices) or indirectly (ie derived from prices)
  
- Level 3                inputs for the asset or liability that are not based on observable market data

<b>30-Jun-11</b>	<b>level 1</b>	<b>level 2</b>	<b>level 3</b>	<b>Total</b>
Available for sale financial assets	-	-	-	-
Cash and Cash Equivalents	51,015	-	-	51,015
Financial assets held for trading	-	-	-	-
Derivative financial assets	-	-	-	-
	<b>51,015</b>	<b>0</b>	<b>0</b>	<b>51,015</b>

<b>30-Jun-10</b>	<b>level 1</b>	<b>level 2</b>	<b>level 3</b>	<b>Total</b>
Available for sale financial assets	-	-	-	-
Cash and Cash Equivalents	45,380	-	-	45,380
Financial assets held for trading	-	-	-	-
Derivative financial assets	-	-	-	-
	<b>45,380</b>	<b>0</b>	<b>0</b>	<b>45,380</b>

**Note 37 : Events occurring after balance date**

The City of Ballarat resolved twelve (12) months ago to leave the Central Highlands Regional Library Corporation, to be effective on the 30th June 2011. Subsequently, the remaining members of the Central Highlands Regional Library Corporation resolved to dissolve the corporation to occur during the 2011/12 financial year. The City of Ballarat has agreed to work with the remaining members of the corporation and contribute to the costs associated in the windup.

Note 38 : Related party transactions

(i) Responsible Persons

Names of persons holding the position of a responsible person at the Council at anytime of the year are:

**Councillors**

Craig Fletcher (Mayor)  
 Judy Verlin  
 John Philips  
 Des Hudson  
 Ben Taylor  
 Samantha McIntosh  
 Cheryl Bromfield  
 Noel Perry  
 Mark Harris

**Chief Executive Officer**

Anthony Schinck

(ii) Remuneration of Responsible Persons

The numbers of responsible officers, whose total remuneration from Council and any related entities fall within the following bands:

	2011	2010
	No.	No.
\$20,000 - \$29,999	7	8
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	1	-
\$60,000 - \$69,999	-	1
\$230,000 - \$239,999	-	1
\$250,000 - \$259,999	1	-
	<b>10</b>	<b>10</b>
	<b>\$000</b>	<b>\$000</b>
<b>Total Remuneration for the reporting year for responsible persons included above amounted to:</b>	<b>506</b>	<b>485</b>

(iii) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who has management responsibilities and reports directly to the Chief Executive Officer or whose total annual remuneration exceeds \$124,000.

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

	2011	2010
	No.	No.
<b>Income Range</b>		
<\$124,000	6	6
\$124,000 - \$133,999	2	2
\$134,000 - \$143,999	3	-
\$144,000 - \$153,999	1	1
\$154,000 - \$163,999	1	-
\$164,000 - \$173,999	-	-
	<b>13</b>	<b>9</b>
	<b>\$000</b>	<b>\$000</b>
<b>Total Remuneration for the reporting year for Senior Officers included above, amounted to:</b>	<b>1,506</b>	<b>1,353</b>

**Note 38 : Related party transactions (continued)**

(iv) The following table provides the total number of transactions which have been entered into with related parties for the relevant financial year. (See note 15 for further information on CHRLC associate).

<i>Related Party</i>	<b>Year</b>	<b>Sales to related parties</b>	<b>Purchases from related parties</b>	<b>Amounts owed by related parties</b>	<b>Amounts owed to related parties</b>
Central Highlands Regional Library Corporation	2011	117	2,148	4	4
	2010	27	1,434	2	-
Glenn Kallio	2011	-	-	-	-
	2010	-	48	-	-

**Note 39 : Prior year adjustments**

During the year, Council identified further assets owned by it that were not reflected in the fixed asset register. As a result, additional infrastructure assets with a fair value of \$84,545,792 were included in the balance sheet for the 2010/2011 financial year. The breakdown of these assets by class is shown below. A prior year adjustment has not been made to the comparative data for the 2009/2010 financial year, as this was deemed impracticable under AASB 101 Paragraph 42. This was due to the lack of data available to support reclassification in the prior year and Council's implementation of a new assets management system and valuation methodology in the 2010/2011 financial year.

<i>Prior Year Adjustment - Infrastructure</i>	<b>\$'000</b>
Road Seal	3,512
Road Pavement	42,328
Footpath	10,523
Kerb	16,319
Bridge	8,762
Roundabouts	3,102
<b>Total</b>	<b>84,546</b>

Note 40 : Income, expenses and assets by function/activities

	Actual 2011 \$'000	Actual 2010 \$'000
<i>Revenues</i>		
Executive Unit & Media Relations	9	674
Growth & Economy	8,254	2,000
Development & Infrastructure	41,290	35,713
Destination & Connections	1,122	3,141
People & Communities	19,642	17,113
Governance & Information Services	59	41
Finance	82,839	77,491
Organisation Services	139	112
<b>Total</b>	<b>153,354</b>	<b>136,285</b>
<i>Expenses</i>		
Executive Unit & Media Relations	2,419	4,611
Growth & Economy	7,506	2,121
Development & Infrastructure	53,719	38,473
Destination & Connections	3,791	7,102
People & Communities	25,360	21,876
Governance & Information Services	5,577	5,148
Finance	33,067	29,487
Organisation Services	2,771	2,451
<b>Total</b>	<b>134,210</b>	<b>111,269</b>
<b>Result from ordinary activities</b>	<b>19,144</b>	<b>25,016</b>

The following divisions are responsible for delivering Council's programs, projects and activities for the Ballarat community:

### Executive Unit and Media Relations

The Executive Unit includes the Office of the Chief Executive who has overall responsibility for managing the Council organisation, providing strategic and corporate communications and executive support to the Mayor and councillors.

### Growth and Economy

Growth and Economy is responsible for managing Council's major projects and preparing economic development policies and programs that support Ballarat's economic growth and lay the foundation for Ballarat as a place of choice to live and invest.

### Development and Infrastructure

Development and Infrastructure is responsible for managing Council and community assets and providing infrastructure planning, development and delivery for the community's roads, open space and built environment. It also provides leisure and recreational services and strategic planning for the future development of the municipality.

### Destination and Connections

The Destination and Connections division manages the city's cultural institutions such as the Art Gallery of Ballarat and Her Majesty's Theatre as well as generally fostering arts and cultural development for the Ballarat community. It also manages and supports the tourism industry and attracts events to make Ballarat a key Australian destination of choice.

### People and Communities

The People and Communities division provides a broad range of community services that support and enhance the quality of life for Ballarat residents. The services relate to home and personal care, people with disabilities, aged services, maternal and child health, childcare, youth, cultural diversity, community safety and assistance to disadvantaged communities.

**Governance and Information Services**

The Governance and Information Services unit provides governance, legal, civic and risk management advice and support to Council. It is also responsible for the provision of information technology services and support and managing Council's records.

**Finance**

The Finance division provides financial management to the organisation, ensuring that it is fiscally responsible and meets all the statutory financial obligations required of a local government authority.

**Organisation Services**

The Organisation Services division provides human resources management, staff development, corporate planning and occupational health and safety services to the Council organisation.

**Note 41 : Financial ratios (Performance indicators)**

	<b>2011</b>		<b>2011</b>		<b>2010</b>		<b>2010</b>
	<b>\$'000</b>		<b>(%)</b>		<b>\$'000</b>		<b>(%)</b>

(a) **Debt servicing ratio** (to identify the capacity of Council to service its outstanding debt)

Debt servicing costs-	-711	=	0.53%	=	-774	=	0.59%
Total revenue	135,210				130,343		

The ratio expresses the amount of interest paid as a percentage of Council's total revenue.

(b) **Debt commitment ratio**  
(to identify Council's debt redemption strategy)

Debt servicing & redemption costs	3,710	=	6.08%	=	3,443	=	6.04%
Rate revenue	61,055				56,971		

The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.

(c) **Revenue ratio** (to identify Council's dependence on non-rate income)

Rate revenue	61,055	45.16%	=	56,971	43.71%
Total revenue	135,210			130,343	

The level of Council's reliance on rate revenue is determined by assessing rate revenue as a proportion of the total revenue of Council.



Note 41 : Financial ratios (Performance indicators) (continued)

	2011 \$'000	2011 (%)	2010 \$'000	2010 (%)
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(d) **Debt exposure ratio** (to identify Council's exposure to debt)

Total indebtedness	28,488	= 31.48%	26,631	= 20.73%
Total realisable assets	90,492		128,492	

This ratio enables assessment of Council's solvency and exposure to debt. Total indebtedness refers to the total liabilities of Council. Total liabilities are compared to total realisable assets which are all Council assets not subject to any restriction and are able to be realised. The ratio expresses the percentage of total liabilities for each dollar of realisable assets.

(e) **Working capital ratio** (to assess Council's ability to meet current commitments)

Current assets	54,093	= 235.59%	48,862	= 249.35%
Current liabilities	22,961		19,596	

The ratio expresses the level of current assets the Council has available to meet its current liabilities.

City of Ballarat  
2010/2011 Financial Report

### Certification of the Financial Report

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Finance and Reporting) Regulations 2004*, Australian Accounting Standards and other mandatory professional reporting requirements.



Glenn Kalio CPA  
Principal Accounting Officer

Date : 21st September 2011  
Ballarat

In our opinion the accompanying financial statements present fairly the financial transactions of the Ballarat City Council for the year ended 30 June 2011 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council on 14 September 2011 to certify the financial statements in their final form.

Craig Fletcher  
Councillor



Date : 21st September 2011  
Ballarat

Judy Vexin  
Councillor



Date : 21st September 2011  
Ballarat

Anthony Schinck  
Chief Executive Officer



Date : 21st September 2011  
Ballarat

# Standard Statements

1 July 2010 to 30 June 2011

## Standard Income Statement

For the year ended 30 June 2011

	<b>2011 Budget \$'000</b>	<b>2011 Actual \$'000</b>	<b>Variance \$'000</b>	<b>Variance %</b>	<b>Ref</b>
<i>Income</i>					
Rates and charges	60,012	61,055	1,043	1.7%	
User fees, charges and fines	26,508	28,228	1,720	6.5%	
Contributions - cash	-	1,446	1,446		1
Contributions - non-monetary assets	7,747	10,800	3,053	39.4%	1
Grants - recurrent	19,114	22,239	3,125	16.3%	2
Grants - non-recurrent	12,893	8,471	(4,422)	-34.3%	3
Reimbursements	42	327	285	678.6%	4
Net gain/(loss) on disposal of assets	-	159	159		
Interest income	958	2,446	1,488	155.3%	5
Share of net profits/(losses) of associates and joint ventures accounted	-	39	39		
<b>Total income</b>	<b>127,274</b>	<b>135,210</b>	<b>7,936</b>	<b>6.24%</b>	<b>16</b>
<i>Expenses</i>					
Employee benefits	41,276	44,406	3,130	7.6%	
Materials and services	35,835	38,538	2,703	7.5%	
Bad and doubtful debts	-	321	321		
Depreciation and amortisation	21,785	26,938	5,153	23.7%	6
Finance costs	885	711	(174)	-19.7%	7
Other expenses	5,991	5,152	(839)	-14.0%	
<b>Total expenses</b>	<b>105,772</b>	<b>116,066</b>	<b>10,294</b>	<b>9.73%</b>	
<b>Profit/(loss)</b>	<b>21,502</b>	<b>19,144</b>	<b>(2,358)</b>	<b>-10.97%</b>	
<i>Other comprehensive income</i>					
Net asset revaluation increment		254,236	254,236		
<b>Comprehensive result</b>	<b>21,502</b>	<b>273,380</b>	<b>251,878</b>	<b>1171%</b>	<b>8</b>

## Standard Balance Sheet

For the year ended 30 June 2011

	<b>2011</b>	<b>2011</b>			
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Variance</b>	<b>Ref</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>%</b>	
<i>Assets</i>					
<i>Current assets</i>					
Cash and cash equivalents	19,297	43,964	24,667	127.8%	9
Trade and other receivables	8,135	8,759	624	7.7%	
Inventories		393	393		
Other assets	946	977	31	3.3%	
<b>Total current assets</b>	<b>28,378</b>	<b>54,093</b>	<b>25,715</b>	<b>90.6%</b>	
<i>Non-current assets</i>					
Trade and other receivables	8	54	46	575.0%	
Investments in associates accounted for using the equity method	1,933	1,955	22	1.1%	
Property, infrastructure, plant and equipment	1,064,797	1,461,366	396,569	37.2%	10
Investment property		4,922	4,922		
<b>Total non-current assets</b>	<b>1,066,738</b>	<b>1,468,297</b>	<b>401,559</b>	<b>37.6%</b>	
<b>Total assets</b>	<b>1,095,116</b>	<b>1,522,390</b>	<b>427,274</b>	<b>39.0%</b>	
<i>Liabilities</i>					
<i>Current liabilities</i>					
Trade and other payables	3,096	8,020	4,924	159.0%	11
Trust funds and deposits	1,670	2,170	500	29.9%	12
Provisions	8,735	9,384	649	7.4%	
Interest-bearing loans and borrowings	3,380	3,387	7	0.2%	
<b>Total current liabilities</b>	<b>16,881</b>	<b>22,961</b>	<b>6,080</b>	<b>36.0%</b>	
<i>Non-current liabilities</i>					
Provisions	2,055	2,269	214	10.4%	
Interest-bearing loans and borrowings	7,815	7,807	(8)	-0.1%	
<b>Total non-current liabilities</b>	<b>9,870</b>	<b>10,076</b>	<b>206</b>	<b>2.1%</b>	
<b>Total liabilities</b>	<b>26,751</b>	<b>33,037</b>	<b>6,286</b>	<b>23.5%</b>	
<b>Net Assets</b>	<b>1,068,365</b>	<b>1,489,353</b>	<b>420,988</b>	<b>39.4%</b>	
<i>Equity</i>					
Accumulated surplus	746,231	730,501	(15,730)	-2.1%	
Reserves	322,134	758,852	436,718	135.6%	10
<b>Total Equity</b>	<b>1,068,365</b>	<b>1,489,353</b>	<b>420,988</b>	<b>39.4%</b>	

## Standard Cash Flow Statement

For the year ended 30 June 2011

	<b>2011 Budget Inflows/ (Outflows) \$'000</b>	<b>2011 Actual Inflows/ (Outflows) \$'000</b>	<b>Variance \$'000</b>	<b>Variance %</b>	<b>Ref</b>
<i>Cash flows from operating activities</i>					
Rates	60,512	60,716	204	0.3%	
Fees, charges and other fines (inclusive of GST)	26,508	31,203	4,695	17.7%	
Grants (inclusive of GST)	32,007	29,412	(2,595)	-8.1%	
Reimbursements (inclusive of GST)	42	327	285	678.6%	4
Interest	958	2,446	1,488	155.3%	14
Other receipts (inclusive of GST)	247	94	(153)	-61.9%	
Net GST refund/payment	-	4,475	4,475		
Payments to suppliers (inclusive of GST)	(34,452)	(43,107)	(8,655)	25.1%	15
Payments to employees (including redundancies)	(42,659)	(43,481)	(822)	1.9%	
Other payments	(5,991)	(5,473)	518	-8.6%	
<b>Net cash provided by (used in) operating activities</b>	<b>37,172</b>	<b>36,612</b>	<b>(560)</b>	<b>-1.5%</b>	
<i>Cash flows from investing activities</i>					
Payments for property, infrastructure, plant and equipment	(41,909)	(31,971)	9,938	-23.7%	
Proceeds from sale of property, infrastructure, plant and equipment	377	324	(53)	-14.1%	
Loans and advances to community organisations		(40)	(40)		
Repayment of loans and advances from community organisations		10	10		
<b>Net cash provided by (used in) investing activities</b>	<b>(41,532)</b>	<b>(31,677)</b>	<b>9,855</b>	<b>-23.7%</b>	
<i>Cash flows from financing activities</i>					
Finance costs	(885)	(715)	170	-19.2%	
Proceeds from interest bearing loans and borrowings	1,996	1,998	2	0.1%	
Repayment of interest bearing loans and borrowings	(2,996)	(2,999)	(3)	0.1%	
<b>Net cash provided by (used in) financing activities</b>	<b>(1,885)</b>	<b>(1,716)</b>	<b>169</b>	<b>-9.0%</b>	
Net increase (decrease) in cash and cash equivalents	(6,245)	3,219	9,464	-151.5%	
Cash and cash equivalents at the beginning of the financial year	25,542	40,745	15,203	59.5%	
<b>Cash and cash equivalents at the end of the financial year</b>	<b>19,297</b>	<b>43,964</b>	<b>24,667</b>	<b>127.8%</b>	

## Standard Statement of Capital Works

For the year ended 30 June 2011

	<b>Budget</b>	<b>Actual</b>			
	<b>2011</b>	<b>2011</b>	<b>Variance</b>	<b>Variance</b>	<b>Ref</b>
<i>Capital expenditure</i>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>%</b>	
<i>Capital expenditure areas</i>					
Buildings	1,960	6,419	4,459	227.5%	<b>16</b>
Facilities	2,235	-	(2,235)	-100.0%	<b>17</b>
Artworks	-	389	389	-	
Land	-	319	319	-	
Land under Roads	-	628	628	-	
Infrastructure	36,673	24,451	(12,222)	-33.3%	<b>18</b>
Plant and equipment	2,952	1,793	(1,159)	-39.3%	
Furniture and fittings	-	12	12	-	
Recreation and Open Space	5,589	9,007	3,418	61.2%	
<b>Total capital works</b>	<b>49,409</b>	<b>43,018</b>	<b>(6,391)</b>	<b>-12.9%</b>	

*Represented by:*

Renewal of Assets	15,029	20,373	5,344	35.6%	<b>19</b>
Upgrade of Assets	21,760	11,799	(9,961)	-45.8%	<b>20</b>
New Assets	12,620	10,846	(1,774)	-14.1%	
<b>Total capital works</b>	<b>49,409</b>	<b>43,018</b>	<b>(6,391)</b>	<b>-12.9%</b>	

### *Property, plant and equipment, infrastructure movement*

The movement between the previous year and the current year in property, plant and equipment and infrastructure as shown in the Balance Sheet links to the net of the following items:

Total capital works	49,409	43,018	(6,391)	-12.9%
Asset revaluation movement	-	254,236	254,236	-
Depreciation/amortisation	(21,785)	(26,938)	(5,153)	23.7%
Written down value of assets sold	-	(165)	(165)	-
<b>Net movement in property, plant and equipment, infrastructure</b>	<b>27,624</b>	<b>270,151</b>	<b>242,527</b>	<b>878.0%</b>

## Comments

### Summary of Accounting Policy

These financial reports of the Council are special purpose financial reports that consists of a Standard Income Statement, Standard Balance Sheet, Standard Cash Flow Statement and Standard Statement of Capital Works. These special purpose financial reports have been prepared on an accounting basis that is consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

These special purpose financial reports do not form part of Council's general purpose financial reports.

### Standard Income Statement

The Standard Income Statement shows a net surplus from operations of \$19.144 million for the year ended 30th June . The major impact on the financial operations compared to the adopted budget was an increase in other revenue from donated subdivisions resulting in a net total of \$10.8 million in revenue and an increase in depreciation compared to budget resulting in depreciation expenditure of \$26.938 million.

The following analysis of the major variances to the adopted budget is provided for information purposes.

(1)

### Contributions

Additional subdivision donations of cash and non-monetary donations resulted in an additional \$4.499 million greater than budgeted.

(2 & 3)

### Grant Revenue

Additional recurrent grants were offset by decreased capital funding not received as some budgeted projects did not commence during the financial year.

(4)

### Reimbursements

Additional reimbursements were received from Vicroads that were not budgeted for.

(5)

### Interest Income

Interest income exceeded budget due to a stronger cash position at commencement of the year and the higher than anticipated levels of cash held throughout the financial year.

(6)

### Depreciation

Depreciation was greater than anticipated due to higher than expected increases in the Infrastructure revaluation completed on 1st July 2010, resulting in higher depreciation charges.

(7)

### Borrowing Costs

The stronger cash position allowed borrowings to be deferred in the 2010/11 year, thus delaying the need to refinance until year end, therefore reducing borrowing costs

(8)

### Comprehensive Result

The comprehensive result includes revaluation of assets that was not budgeted for during the 2010/2011 financial year.

## Standard Balance Sheet

(9)

### Cash Assets

The cash position for the Council was \$24.67 million higher than budgeted. The improved cash position is attributed to three main factors:

1. Cash held at 1st July 2010 was \$21.04 million higher than budgeted.
2. Expenditure on investing activities was lower than anticipated. The surplus of funds from investing activities will be carried over to the 2011/12 financial year to enable uncompleted projects to be finalised.
3. Sundry creditors at 30th June 2011 were greater than expected, resulting in additional cash funds.



- (10) **Property, Infrastructure, Plant and Equipment**  
Revaluation of property, infrastructure, plant and equipment resulted in total revaluations of \$254.236 million that was not budgeted for.
- (11) **Trade and other payables**  
Sundry creditors at 30th June 2011 were greater than expected, this was offset by additional cash funds being held.
- (12) **Trust Funds and Deposits**  
Additional funds were held in trust.
- (13) **Standard Cash Flow Statement**  
The Standard Cash Flow Statement shows a net result in cash resources of \$24.667 million greater than budgeted for the year ended 30th June 2011. The following analysis is provided for information purposes.
- (14) **Interest Revenue**  
Interest income exceeded budget due to a stronger cash position at the commencement of the year and the higher than anticipated levels of cash held throughout the financial year.
- (15) **Payments to Suppliers**  
There was a significant increase in payments for the year due to the carryovers from the 2009/10 financial year being brought forward to the 2010/11 financial year. Though the cash balances at the end of the 2009/10 financial year were sufficient to fund the increase in payments.
- Standard Statement of Capital Works**  
The Standard Statement of Capital Works shows a net decrease in capital expenditure versus budget of \$6.391 million for the year ended 30th June 2011. The following analysis is provided for information purposes.
- (16) **Buildings**  
The Ballarat Aquatic Centre and Ballarat Art Gallery building projects were carryover projects from the 2009/2010 financial year, meaning that the expenditure for these projects was not budgeted for in the 2010/2011 financial year. Therefore expenditure in the 2010/2011 year is greater than budgeted.
- (17) **Facilities and Recreation and Open Space**  
Facilities and recreation and open space were budgeted for separately in the 2010/2011 Budget, but are not separated into different asset classes within the financial statements, resulting in variances versus budget for each category.
- (18) **Infrastructure**  
There were two major projects budgeted for the 2010/2011 financial year being the Civic Hall development and the Eureka Centre upgrade that were significantly underspent versus budget. The unspent funds will be carried over to the 2011/2012 financial year for expenditure of these funds.
- (19 & 20) **Renewal and Upgrade of Assets**  
There was a significant increase in payments for renewal of assets for the year due to the carryovers from the 2009/10 financial year being brought forward to the 2010/11 financial year. For the upgrade of assets there were two major projects budgeted for the 2010/2011 financial year being the Civic Hall development and the Eureka Centre upgrade that were significantly underspent versus budget.

City of Ballarat  
2010/2011 Financial Report

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### Certification of Standard Statements

In my opinion the accompanying standard statements have been prepared in accordance with the *Local Government Act 1988*, the *Local Government (Finance and Reporting) Regulations 2004*, Australian Accounting Standards and other mandatory professional reporting requirements.



Glenn Kallio CPA  
Principal Accounting Officer

Date : 21st September 2011  
Ballarat

In our opinion the accompanying standard statements present fairly the financial transactions of the Ballarat City Council for the year ended 30 June 2011 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the standard statements to be misleading or inaccurate.

We have been authorised by the Council on 14 September 2011 to certify the standard statements in their final form.

Craig Fletcher  
Councillor



Date : 21st September 2011  
Ballarat

Judy Verlin  
Councillor



Date : 21st September 2011  
Ballarat

Anthony Schinck  
Chief Executive Officer



Date : 21st September 2011  
Ballarat

# VAGO

Victorian Auditor-General's Office

## INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Ballarat Council

### *The Financial Report and Standard Statements*

The accompanying financial report for the year ended 30 June 2011 of the City of Ballarat Council which comprises of the comprehensive income statement, balance sheet, statement of changes in equity, cash flow statement, a summary of significant accounting policies and other explanatory notes to and forming part of the financial report, and the certification of the financial report has been audited.

The accompanying standard statements for the year ended 30 June 2011 of the Council which comprises the standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of standard statements has been audited.

### *The Councillor's Responsibility for the Financial Report and Standard Statements*

The Councillors of the City of Ballarat Council are responsible for the preparation and the fair presentation of:

- the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in the summary of accounting policy of the statements and the requirements of the *Local Government Act 1989*.

This responsibility includes:

- establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.

### *Auditor's Responsibility*

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the financial report and standard statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report and standard statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used, and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report and standard statements.

1

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# VAGO

Victorian Auditor-General's Office

## Independent Auditor's Report (continued)

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

### *Auditor's Opinion*

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of the City of Ballarat Council as at 30 June 2011 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), and the financial reporting requirements of the *Local Government Act 1989*.
- (b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in the summary of accounting policy to the statements and comply with the requirements of the *Local Government Act 1989*.


### *Basis of Accounting for Standard Statements*

Without modifying my opinion, I draw attention to the summary of accounting policy to the standard statements, which describes the basis of accounting. The standard statements are prepared to meet the requirements of the *Local Government Act 1989*. As a result, the standard statements may not be suitable for another purpose.

### *Matters Relating to the Electronic Publication of the Audited Financial Report and Standard Statements*

This auditor's report relates to the financial report and standard statements of the City of Ballarat Council for the year ended 30 June 2011 included both in the City of Ballarat Council's annual report and on the website. The Councillors of the City of Ballarat Council are responsible for the integrity of the City of Ballarat Council's website. I have not been engaged to report on the integrity of the City of Ballarat Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report and standard statements to confirm the information contained in the website version of the financial report and standard statements.

MELBOURNE  
26 September 2011



D D R Pearson  
Auditor-General

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*Auditing in the Public Interest*







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